JULY • 1960

Supervisory Management

Starting in this issue:

If You Were The Arbitrator . . .

Would *you* have decided these cases the way the arbitrator did?

YOU CAN BEAT THE BREAKEVEN POINT

By lowering your department's costs, you can make an important contribution to your company's profits.

IF THERE'S A DOCTOR IN THE HOUSE

The plant physician can make your life as a supervisor a lot easier.

WILL THEY LIVE "HAPPILY EVER AFTER?"

. . . not without the four vital elements of a successful boss-subordinate relationship.

AMERICAN MANAGEMENT ASSOCIATION

"This I Believe..."

The Joy of Thinking

By F. Alexander Magoun

THE CAPACITY TO THINK is not a gift. It is the healthy fear of seeing only one aspect of a problem; the courage to wrestle with the facts of life, and sometimes to be beaten (which is not the same as to be defeated); the joy of self-fulfillment; the hard work of concentration, which is not hard work because there is an intense interest and curiosity behind it; the wonderful sensation of growth.

—in *The Teaching of Human Relations by the Case Demonstration Method*
(Beacon Press)

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THE SUPERVISORY BOOKSHELF

Illustrations by Al Eckmann

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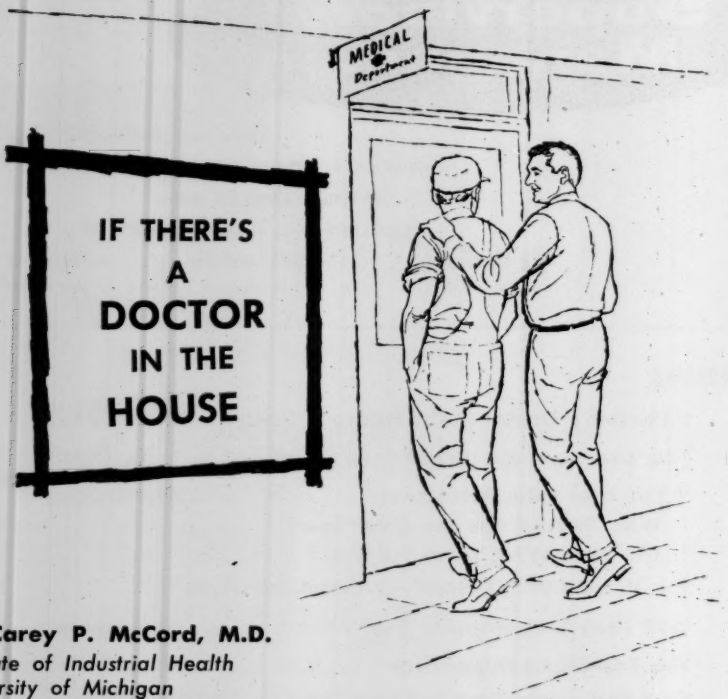
IF THERE'S A DOCTOR IN THE HOUSE



By Carey P. McCord, M.D.
Institute of Industrial Health
University of Michigan

The plant doctor can help you to increase the well-being and productivity of your department.

WHEN A COMPANY hires workers, it would like to employ them for their skills, abilities, loyalty, intelligence, experience, health, and good citizenship. But to a certain extent, the company inherits their problems, too: illness, bad disposition, alcoholism, indebtedness, disturbed family relations.

The foreman, wanting none of these problems, must become the custodian of all of them. And an essential part of this custodianship is seeing that every worker who needs sound medical guidance gets it. This does not mean that all workers are afflicted with illnesses as serious as gallstones or alcoholism. It does mean that many employees are beset by disturbances, physical or emotional, that hamper their enjoyment of life and their performance on the job. The understanding plant physician can do a great deal about these little devils that make life miserable for everybody, including

the foreman. Their banishment is often so simple that the word "miracle" is not in order. The harried foreman, custodian of Pandora's box, can lighten his load by calling upon the plant physician to take hold of one end.

The plant physician and the foreman meet on the common ground of dealing directly with people in large numbers. Yet the two often have difficulty in getting along. The plant physician, preoccupied with maintaining support from the front office, may forget that the ultimate success of his program depends on his being accepted by the foreman and the workers. The foreman may be equally preoccupied with the music of his machines thumping out nuts and bolts, seams and buttonholes, cores and castings, so that he forgets what a valuable ally the doctor can be.

Getting patients to the doctor

One measure of the success of an industrial medical program is the extent to which workers who need medical services reach the plant physician. It's mainly up to the physician himself; but next to him, the foreman plays the determining role. He regularly wrestles with two patient groups in his department. One is made up of the "hospital addicts" who are consistently disturbed by imaginary ills. These people do not belong in the hospital at all. They are sick—but not from what they complain about; their real difficulty lies deep in a disturbed emotional life.

The second group is made up of workers who obviously need or may be suspected of needing sound medical care. They may be shy of the medical department, unwilling to consult a family physician, unwilling to face the jolt that might come from a medical diagnosis.

If they're really ill

There is a right way and a wrong way to persuade members of this second group to see the plant physician. The wrong way is to say: "Half the boys around here think you're a screwball. Go over to the hospital and let the doctor tell you whether you've got all your marbles." The right way is subtler.

The supervisor might, for instance, cite his own experience. He might say, "I certainly had a load taken off my mind. For six months, there's been a lump on my back the size of an egg. I was scared of cancer. But I faced it. So I went to the dispensary. The doctor took one look and said that the lump was no more harmful than a freckle. He said that, unless I want my back to look pretty, the lump doesn't have to be taken off." An example like that will get more patients into the doctor's waiting room than ten posters on the bulletin board.

Reaching the worker who is blind to his medical needs calls for some ingenious plotting by the foreman and the physician. Unfortunately,

some foremen are reluctant to send an employee to the plant physician even when he *wants* to go. In many companies, the attendance rate is a sacred cow. Foreman is pitted against foreman, department against department. This competition is good—up to a point.

But the extremes to which some foremen may go to avoid an absence are appalling. When a worker asks permission to visit the medical department because of a sore throat, the foreman may say, "If you go over there, the doctor is almost sure to send you home. You'll lose money and your machine will be down. Why don't you stick it out for a while?" At times that may be sage advice. But it may be courting disaster. As a Chinese proverb says, "He who goes to bed at twilight to save candles begets twins." By failing to send a worker to the dispensary, the foreman may beget a small epidemic, with half a dozen workers off the job.

Laudable absenteeism

It's true that plant physicians sometimes do advise absence—and that is to their credit. After all, there is such a thing as laudable absenteeism.

Here's an example. One morning a woman employee came to her plant dispensary complaining of a hard lump in the left breast. The plant physician feared the worst—cancer. One week's delay, and the outcome might have been a fatality. He promptly sent the employee to her own physician, who put her in the hospital. And, a while later, she came back to work. Sure, there was absenteeism—praiseworthy absenteeism.

Emotionally disturbed workers

In an average plant department, 20 per cent of the workers are emotionally disturbed. This doesn't mean that anyone in that group is insane and needs to be committed to an institution. But this group can include the troublemakers, the cranks, the chronic complainers, the work spoilers, the alcoholics, the haters, the unpredictables, the withdrawn, the accident prone, the continual absentees from the job (and the absentees *on* the job), the belligerent, and sometimes the petty thieves. They can make the life of the foreman a nightmare.

These workers are sick. They need help. They are their own victims; fellow workers are their victims; the foreman is their victim; the company is their victim. They are the workers that make the foreman wonder whether he wouldn't be happier as a firetower warden in the solitude of the forest.

No physician could straighten out all the mental and emotional quirks of an employee. Yet some can be banished pretty easily. Every straightening of the emotional crossed wires of a troubled and troublemaking worker is a victory—for the foreman, for the physician,

and especially for the worker himself. To achieve more of these victories, the foreman and the plant physician need to establish a strong rapport.

How do you know?

Rarely is it necessary for a superior to have *all* the details of a situation to realize that something is physically or emotionally wrong with a worker. You don't have to eat a whole rotten egg to know it's rotten. One bite will do. An employee may today have such a bad case of jaundice that he is the color of a ripe ear of golden bantam corn. It takes no acuteness to realize that medical attention is in order. But two weeks earlier, there may have been just a canary tinge in the whites of the employee's eyes. Sharp observation by the foreman might have caught that symptom.

Signs of physical illness are often startling enough to attract prompt attention, but manifestations of emotional disturbances can be far more elusive. Understandably, the foreman asks, "What kinds of behavior should I notice?"

Emotional danger signals

The U.S. Veterans' Administration faced just that situation and set up a catalogue of danger signals. Here they are:

1. *Anxiety symptoms:* overtenseness, restlessness, and excessive worry.
2. *Obsessional tendencies:* irrational compulsions, obsessions, and fears.
3. *Paranoid tendencies:* delusions

What the Plant Physician *Can't* Do

A supervisor may occasionally send an employee to the plant physician only to learn that the physician will not treat him. That is because there are specific ethical restrictions on what services a plant physician can perform for an employee. Some of these restrictions are:

1. A plant physician may not treat an employee whose illness or injury is not job connected. True, he will not be condemned for treating minor ailments like headaches and upset stomachs, but that is as far as he can go. Some 90 per cent of the serious conditions that affect employees are not of job origin.
2. A plant physician may not take over from another licensed physician, even if he is not giving proper treatment to an employee.
3. A plant physician cannot feed his private practice with employees from the plant.

of being discriminated against, or exaggerated feelings of importance.

4. *Extreme indifference:* inability to accept responsibility or to carry out plans.
5. *Loss of contact with the environment:* excessive daydreaming and inability to attend to work. (These are known as schizoid reactions—but that does not necessarily mean that the person is schizophrenic.)
6. *Manic-depressive tendencies:* marked states of depression, or overemotionality and overactivity.
7. *Egocentricity:* antisocial attitudes and behavior.
8. *Hysteria:* ailments and symptoms that are psychological in origin, rather than organic. (Whether or not an ailment is hysterical cannot, however, be determined without medical examination.)
9. *Delinquent behavior.*
10. *Feelings of personal inadequacy* and loss of self-esteem.
11. *Neurasthenic tendencies:* excessive fatigue, aches and pains.
12. *Indications of excessive use* of alcohol, drugs, or unprescribed medicines.

Many people occasionally show mild symptoms like these. The foreman must use common sense to decide which symptoms are important enough to warrant a referral to the plant physician. Above all, he must recognize that every person has good days and bad days, "down-in-the-mouth" days, "blue" days, "off" days, cranky periods, and petulant spells. A little of this is normal. The fact that a workman is sullen and "cussed" the day after his mother-in-law arrives does not mean that he suffers from any chronic emotional disturbance.

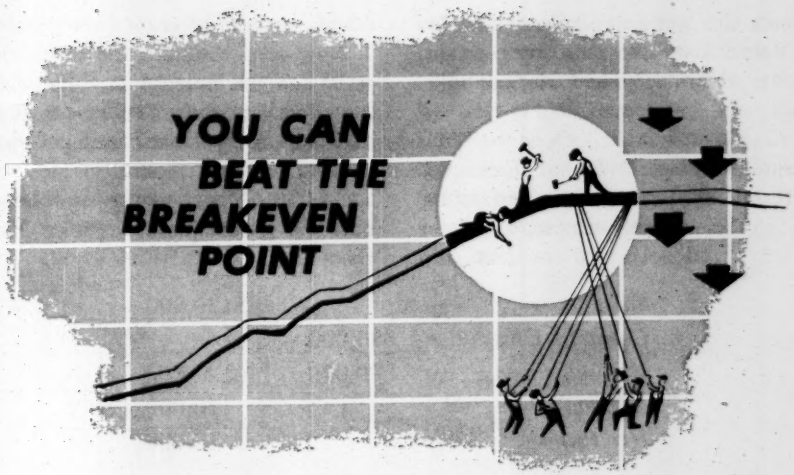
A two-way matter

A sound working relationship between the foreman and the plant physician is a two-way affair, of course. The physician cannot know industry without going out into the shop and working with foreman. The best of industrial physicians has a few metal shavings in his pants cuff and a little sawdust inside his neckband.

But the foreman must do his part, too. Sniping at the plant physician is often based on prejudice and a difference in attitude that may be more imaginary than real. The foreman should always keep in mind that he and the plant physician have, after all, a common goal: increasing both the productivity and the job satisfaction of employees. ◆

The "silly question" is the first intimation of some totally new development.

—Alfred North Whitehead



By S. G. Davies

Manager, Accounting Service Department
Quality Bakers of America Cooperative, Inc.

Here's how you can help your company lower costs and boost profits.

WHEN COMPANY X sells one of its De Luxe Musical Doorbells for $39.95, its profit may be about $5.00—whatever is left over after costs. But if Company X manages to save $20 of costs, its added profit is $20—every penny of what it saves.

This simple example points up an important fact for every supervisor: Dollar for dollar, reducing costs is usually more profitable for a company than selling more products.

The customer is king, of course—without sales, a company wouldn't have any costs to reduce, because it would be out of business. But in driving for sales, management may overlook the profit possibilities of cost reduction. And the supervisor can play a major role in boosting these cost-reduction profits.

For a clearer idea of what cost reduction can achieve, it's useful to consider the *breakeven point.* This is based on the relationship of costs, sales, and profits. Briefly, it can be defined as the point in sales volume at which sales and costs equal one another.

Two kinds of costs

To figure out a company's breakeven point, we must distinguish between two types of costs:

1. *Constant costs*—those that re-

main the same regardless of sales volume. Examples are depreciation, rent, supervisory and clerical salaries, and insurance.

2. *Variable costs*—those that fluctuate with sales volume. Examples are materials, supplies, and labor.

In the average business, 35-40 per cent of all costs are constant, and 60-65 per cent of costs are variable.

Now let's compare the effect on profits of an increase in sales with the effect on profits of a cost reduction. Suppose you are running a business that has monthly sales of $120,000. Your highly simplified cost-and-profit picture looks like this:

Sales		$120,000
Constant Costs	$30,000	
Variable Costs	80,000	
Total Costs		110,000
Net Profit		$ 10,000

To arrive at the breakeven point, apply the following formulas:

1. $\frac{\text{Constant Costs} + \text{Profit}}{\text{Sales}} = \text{Profit Variation}$ (the percentage of profit for every dollar of sales beyond the breakeven point)

Example:

$$\frac{\$30{,}000 + \$10{,}000}{\$120{,}000} = 33.33\%$$

2. $\frac{\text{Constant Costs}}{\text{Profit Variation}} = \text{Breakeven Point}$

Example:

$$\frac{\$30{,}000}{33.33\%} = \$90{,}000$$

The breakeven point for your business is $90,000, and the profit variation is 33⅓ per cent. This means that for every dollar of sales beyond $90,000, you are making a profit of 33⅓ cents.

Improving the picture

You have two ways of improving this profit picture: increasing sales or reducing costs (or both, of course). Let's see the results of each approach.

Suppose you decide that you need $6,000 more profits to satisfy your stockholders. At your present 33⅓ per cent profit variation, this would call for a sales increase of $18,000, or 15 per cent more than current sales. The increase may or may not be possible. It depends on the strength of the sales force, the market conditions, the strength of competition, and other market factors.

But if you reduce variable costs by only $6,000, you achieve the same profit goal. This is a cost reduction of only 5.45 per cent, and besides increasing your profits, it lowers your breakeven point to $78,268:

$$\frac{\$30{,}000 + \$16{,}000}{\$120{,}000} = 38.33\% \text{ Profit Variation}$$

$$\frac{\$30{,}000}{38.33\%} = \$78{,}268 \text{ New Breakeven Point}$$

Reducing costs by $6,000 has achieved three things:

1. It has earned as much profit as additional sales of $18,000.
2. It has made the present sales volume more profitable.
3. It has lowered the breakeven point so that any future increase in sales will return more profit.

What can you do?

What can the supervisor do to beat the breakeven point? You have very little control over constant costs, of course. But you can do a great deal about reducing the variable costs—materials, supplies, labor—in your own department.

You should first ask yourself if you are doing everything possible to develop a climate that encourages employees to reduce costs. Do you:

1. Carefully investigate all suggestions?
2. Look for the good points in every cost-reduction idea?
3. Try to work out the kinks in a promising suggestion that is unworkable in its present form?
4. Give public recognition to employees who come up with sound suggestions?

Keep records

Here's another potent weapon the supervisor can use on costs: complete, accurate records of the performance of both employees and equipment. For example, if an operation is hampered by excessive down time, you should know:

1. What operation or work areas are affected.
2. What equipment is responsible.
3. When the down time starts and ends.
4. Number of minutes lost.

5. Number of employees involved.

6. Total time lost.

7. Reasons for the down time.

Beating the breakeven point starts with the realization that reducing costs is as important to a company as making sales. With this knowledge, the supervisor has a strong incentive to maintain a continuous, concentrated campaign to achieve lower costs. ♦

The breakeven point is the point in sales volume at which sales and costs equal one another.

You can beat it, and make more profit, by reducing costs — especially variable costs (like materials and supplies).

Package Testing: Shake, Rattle, and Roll

ONCE UPON A TIME, when a new piece of equipment was ready for delivery, a carpenter would build a big wooden box for it, nail it up, and ship it off. Today, however, packages are being engineered and tested as carefully as the products they enclose, according to *Dun's Review and Modern Industry*.

Package testing pays off not only in reduced damage in transit, but also in lighter containers—which can mean important savings in transportation costs. One manufacturer, for example, discovered through tests that one of his wire-bound containers was unnecessarily sturdy. Shipping costs were cut when the box was rebuilt 11 pounds lighter.

One basic testing machine is the Mullen tester, a hand-operated device that determines the bursting strength of corrugated paperboard. Another is the "drop tester," which can drop a full package flat or on any particular corner. Still another duplicates the puncturing effects of sharp objects. A vibrator bounces a package along just as a truck or boxcar would. One vibrator, owned by the Package Research Laboratory, Rockaway, N. J., can shake the guts out of a five-ton shipping container.

The monster of package testers is the tumbler. Resembling an inside-out water wheel, it can quickly reduce a package—and its contents—to excelsior. Just a few minutes of tumbling is the equivalent of hours of manhandling.

WHEN THE BODY IS TIRED it needs rest; when the mind is tired it needs change.

—SIR WINSTON CHURCHILL

IF YOU WERE THE ARBITRATOR...

By Morris Stone
Editorial Director
American Arbitration Association

Who Should Get the Overtime?

WHEN SOME RUSH ORDERS came into the machine shop of a company that manufactured garden tools, the foreman decided he'd have to let his men work overtime. He examined the union contract carefully and found only one clause that had any bearing on how men were to be selected for this work. It read: "Overtime shall be divided as equally as possible among employees on the basis of rotation within their line and/or department."

Applying that clause to the situation didn't seem to present any difficulties. There were 12 regular machinists and two newly hired workers who were still on probation in the department. He offered two hours' overtime every weekday to all 14 of them and the offer was accepted. Thus, a total of 140 hours of overtime was worked during the week, each man having 10 hours.

This seemed fair to everyone concerned. The foreman was all the more surprised, therefore, when the union filed a grievance. "The contract withholds the privileges of seniority from employees until they complete their probationary period," the shop steward said. "There were machinists in the maintenance department with more seniority than the two probationers. They should have been offered the overtime."

The foreman discussed the problem with the industrial-relations director, who agreed that the assignments to overtime had been properly made. "The 'privileges of seniority' the union refers to have nothing

to do with overtime," he explained. "Seniority applies to layoffs, rehiring, length of vacations, shift preference, and that sort of thing. The overtime clause of the contract has nothing whatsoever to say about seniority."

The union was dissatisfied with this answer and finally brought the matter to arbitration.

How would you decide this case?

_____ For the union?

_____ For the company?

_____ Compromise? If so, how?

The arbitrator's decision is given on page 44.

The Man Who Went Fishing

WHEN WORK PICKED UP in a die-casting plant, management decided to recall the senior man (Fred C.) from layoff, in accordance with the collective-bargaining agreement. The foreman telephoned three days in advance but Fred was not home. His wife explained that he was on a fishing trip, but that she would try to get word to him to report for the 4 P.M.-to-midnight shift.

When a day went by and there was no word from Fred, the foreman decided he had better not take a chance on being shorthanded. So he called a junior man from layoff.

On the morning of the day he was to start work, Fred telephoned, seven hours before the start of his shift, that he was available. But at that time neither the foreman nor any other supervisory employee was around, so there was no one with authority to countermand the order recalling the junior employee. The result was that Fred lost a day's work.

This led to a grievance. The company argued it did all it could to recall Fred and had the right to make sure the work would get done. "It's not our fault if Fred decided to go fishing," said the foreman.

"Fred telephoned in plenty of time," answered the international representative of the union. "Why should he take the rap for your failure to have a supervisor there?

Eventually the case went to arbitration under the rules of the American Arbitration Association.

How would you decide this case?

_____ For the union?

_____ For the company?

_____ Compromise? If so, how?

The arbitrator's decision is given on page 44.

Communications—Up, Down, or Sideways?

WHICH WAY do effective communications travel? Up and down the chain of command, or sideways from one supervisor to another? A recent study shows that for some industrial operations, horizontal communication among supervisors may be a lot more important in getting the job done than it usually gets credit for.

Professor Richard L. Simpson, of the Institute for Research in Social Science at the University of North Carolina, interviewed supervisors in the spinning department of a synthetic-textile mill. He found that for the most part, communications at the supervisor's level took the form of joint problem solving or coordinating the work between sections—matters that the supervisors could settle among themselves without consulting their superiors.

Why more horizontal communication? Professor Simpson suggests that because of the mechanized nature of the work, there is little need for continued instruction after the general foreman gives the first orders of the day. The machines set the pace; the foreman's order-giving function gives way to the job of expediting and trouble shooting.

In the case of extreme mechanization, however, the need for vertical communication returns: The frequency and seriousness of machine breakdowns compel the foreman to seek help higher up the line.

Professor Simpson concludes that vertical communication seems to be important at either end of the industrial scale: between top management and foreman and between foreman and employees. In the large area in the middle, it is important for a foreman to get along, not only with the men immediately above and below him, but also with his fellow supervisors on the same level.

—*Personnel*

The What? Why? How? of Communication

You've heard the rule laid down for reporters . . . the five questions every story is supposed to answer . . . *What? Why? How? When? Who?*

If you can take time to stop and ask yourself these questions before you communicate, you'll soon find yourself automatically following good

	WHAT?	WHY?
Giving Orders and Directions	What do I want the man to do? What does he need to know in order to get it done?	What are the reasons for doing it?
Interpreting Top-Management Policies and Decisions	Do I have the facts all clear? Do I know how much to tell? Can I answer any questions? Do *I* understand the implications of this policy?	Can I give the reasoning behind it?

Adapted with permission from *More than Words,* which is part of a supervisory-training program published by Henry Strauss & Co., Inc., New York City.

procedures. The answers will tell you how likely you are to improve understanding between yourself and others.

Here are *some* of the ways you might apply the question technique in five on-the-job situations. These are only samples. Applying the question technique in your own way, to fit the communications needs of your own job, can be one of your most valuable keys to success in working with others.

HOW?	WHEN?	WHO?
Can I tell him verbally? . . . Or is there so much to remember that it should be put in a memo? Are all the steps in logical, easy-to-understand order? Any hard - to - grasp technical language? Have I encouraged him to ask questions?	Is he in the middle of something else? . . . Should I wait until he's free? Is it near quitting time? . . . Should I hold it till tomorrow? Should I take him "off the floor" . . . away from noise and distractions?	Is he the best man to do it? Is he a "quick study" . . . or does he have to have things told to him slowly and more than once? Will I have to follow up on him?
Should I tell it personally? . . . in writing? . . . in a meeting? Has the company provided any material that can help me? Should it be done through my lead men? Can I be optimistic without sugar coating? Have I allowed my own opinion to color my interpretation?	Can I explain it to them before they hear about it from some less desirable source? Does management wish to have it discussed at this time? Can I get their attention at this time of day?	Should I tell everybody in the department? In case I'm not sure of all the answers, have I checked with someone who can tell me?

	WHAT?	WHY?
Indoctrinating New Men	Does he know the rules and regulations? . . . About company benefits? . . . About employee facilities? Does he know what's expected of him on this job? . . . How to do it?	Do I remember my own first days on the job? Can I do anything to make it easier for him?
Giving a Reprimand	What has he done that merits a reprimand? . . . Poor work, broken rules? . . . What do I want to tell him that will help keep the situation from arising again? Am I sure of my ground? . . . Do I have all the facts? Have I got his side of the story?	What's my purpose? . . . To get better work in the future? . . . To change his attitude? As a necessary formal preliminary to disciplinary action? Is there a chance I'm doing this just to blow off steam?
Making Reports and Recommendations	What do I want to include? Facts? . . . Opinions? . . . Recommendations? . . . Rumors? Can I back it up? . . . Is it accurate and well thought out?	What am I trying to achieve with it?

HOW?	WHEN?	WHO?
Have I sat down and talked with him? . . . Made him feel welcome? . . . Explained things? Should I keep an eye on him . . . give him a little extra attention for a few days?	Can I take the time to get him oriented before he's thrown into the job?	While I'm getting him squared away, am I sizing him up too? . . . Learning how he operates? Have I introduced him to the lead men in the department? . . . Made sure he gets acquainted all around?
How can I do it so that it will produce *positive* results . . . so that he'll learn . . . or become more cooperative . . . rather than defensive or resentful?	Am I in a calm frame of mind . . . able to be objective? Can I get him alone . . . will there be time to go into it thoroughly?	Am I the man to handle this case? . . . Or should I take it up the line . . . or to Personnel?
Should I put it in writing? . . . Or will it get better results if it's informal, verbal? Have I kept it to the point? . . . Pruned out nonessentials? Would I understand it if I were getting it from someone else? If the contents are confidential, have I indicated this clearly?	Is the time right for making this recommendation?	Am I directing it to the right people . . . the ones who should have this information or take action on the recommendations?

WILL THEY LIVE "HAPPILY EVER AFTER"?

By Walter Sikes
Personnel Director
Morris Bean and Company

This article may look as if it's out of a storybook. But it has a message of importance to every supervisor.

MANY STORIES we read as children ended: "and they lived happily ever after." The prince had won his princess—and what else mattered? How could anything but happiness result?

Some writers on methods of manpower selection seem to have the same idea: Hire the right people, and live happily ever after.

But neither in marriage nor in employment is the future that predictable. Good initial choices don't always bring about ideal later relationships. It might be worth while to consider some of the parallels, as well as the differences, between marriage and a job situation. We may be able to draw some conclusions that will promote more constructive relationships between supervisors and their subordinates.

Modern managers have at their disposal a variety of tools for the appraisal of job candidates. We have tests, reference checks, school records, credit reports, physical examinations, interviews, work histories,

and security checks. (A limited number of practitioners probably still use palmistry and phrenology, but if so, they don't discuss it much in professional circles.) The net result of the pre-employment (or promotion) investigation is that we know a good deal more about our applicants that many of us knew about our fiancées. Even after the investigation, however, a great deal remains that we do *not* know about them.

At this point, we arrive at a distinct similarity between the process of picking a mate and that of picking an employee. The supervisor must take the available data, match them to the job requirements, and intelligently, he hopes, select the most promising candidate. Even astute selection, however, does not assure a successful relationship in either case. Much depends on what occurs *after* the selection.

Room for change

One obvious reason for this is that human beings are not static. The twenty-year-old girl you married certainly is not exactly the same as the mother of four who greets you at the door. Nor, I might add, are you precisely the same man who stood before the altar. Similarly, the boy or girl who joins your department fresh from high school or college will, in many respects, become a different person within the next ten years.

If a relationship is to be mutually rewarding, room must be left for change. The environment must encourage development in directions that will lead to the increasing satisfaction of both parties. The long-range result of either a supervisory or a marital alliance depends not only on what each party brings with him, but, on what they develop together.

There are certain elements that tend to promote increasingly enjoyable and profitable associations. I would like to examine briefly four of these characteristics that, I believe, are of critical importance: *interest, communication, participation,* and *respect.*

Interest

Can you imagine a successful marriage in which one partner has no interest in the other? Have you ever seen a healthy alliance in which the partners do not care about each other's joys, sorrows, achievements, frustrations, aspirations, and fears? And yet, how often in industry do we see men trying to motivate other men with no real interest in them except in terms of achieving certain narrow and selfish objectives! Such efforts are doomed to marginal success, at best. A bag of pseudopsychological tricks will never release the creative energy that can be unleashed by the display of sincere interest of one human being in another.

Communication

This interest must be communicated. In fact, satisfying human associations demands the *exchange* of experiences and ideas—and note that exchange implies a two-way relationship.

A man and wife who do not have a free interchange of thoughts, feelings, and reactions are missing some of the greatest joys of being married. A supervisor who does not talk and listen to his people regularly and frequently is missing some of the greatest opportunities of his job.

Participation

To achieve enthusiasm—which is essential to any job—people must participate in the mental aspects of the job as well as its physical aspects. I suspect that most husbands would not get far if they gave their wives detailed schedules, routing sheets, and methods for washing, ironing, shopping, caring for the children, cooking, and arranging for social events. Any serious efforts in this direction would result in a loss of creativity, productivity, and satisfaction—perhaps in the loss of the wife herself. Similarly, a lack of opportunity for workers to participate in the creative aspects of their jobs results in a serious social and economic loss.

Not all employees have an equal urge for participation on the job. Undoubtedly, there are some who are content to let others do all the planning, goal setting, innovating, and even thinking. I have not met many people like that—but I have met a great many employees who make little use of their creative abilities. Usually, these mental processes lie fallow, not because the employee desires it, but because we require and inspire so little from him.

Respect

I have left until last the characteristic of successful interpersonal relations that I view as most important—respect for the other person. Respect is not the same as admiration, though the two are frequently found together. Nor is it, certainly, the same as fear of authority.

The kind of respect I am talking about is acceptance and understanding of one person by another—not because he is good or powerful or smart or useful, but because he is a person. Most of our religions emphasize the truth that acceptance of people, in spite of their faults and frailties, is one of man's highest abilities.

Most people will readily accept reasonable authority if it is accompanied by respect. But authority without respect is a kind of tyranny which at best engenders grudging compliance and, frequently, outright rebellion.

Suppose it doesn't work?

In spite of careful selection and thoughtful work with an associate, the relationship occasionally just

doesn't work out. The personalities, interests, and objectives of the parties may be so out of tune that harmony is impossible. If, after an honest effort, it becomes apparent that the relationship cannot succeed, separation may be the best alternative. In this case, the break should be made gracefully, tactfully, and with consideration of the welfare and feelings of both parties.

The development of mutual interest, communication, participation, and respect will, however, usually produce happy and constructive working relationships—even with employees who may be less than ideally suited for the job.

Conversation with a Computer

MACHINES THAT CAN CONVERSE intelligently and deal with ideas—once part of the world of science fiction—are now part of the present.

A conversation with a computer, reports *Film and A-V World,* was discussed at a recent meeting of the American Association for the Advancement of Science. The chat—about the weather—was part of the work done by L. E. S. Green with an IBM 650 Computer at the University of Toronto.

A vocabulary of some 300 words, plus about 350 reply "frames," consisting of sentences with the key words left blank, were given to the machine. The computer then filled the blanks with words that were associated—via coding—with the different seasons, months, pleasant and unpleasant weather, and the like.

In the conversation reported, the machine had been told: "This month is August, today we had rain and severe heat. Yesterday it was sunny and hot. Tomorrow will be cold and cloudy."

The conversation then ran as follows:

Man—Did you enjoy the rain we had this afternoon?

Machine—Not really, what I like is sunny weather.

Man—In hot weather one needs at least one bath every day.

Machine—Yes, I was just out and it was sweltering.

Man—When Christmas comes we will have some colder weather.

Machine—Cold? Yes, it's usually pretty frosty during December.

Man—Today is clear weather. Will it last?

Machine—Let me have no lying. It becomes none but tradesmen. How can overcast weather and the clear day you mention co-exist?

In another report to the meeting, E. C. Berkeley of Newtonville, Massachusetts, admitted the chatty machine was not infallible, even though it was not easily deceived. He maintained, however, that in the next decade the use of computers to deal with ideas will be widespread and that it will be impossible for an outsider to tell who or what is giving the answers in a conversation between machine and man.

The top-flight supervisor . . .

GIVES CLEAR INSTRUCTIONS

IS AS GOOD AS HIS WORD

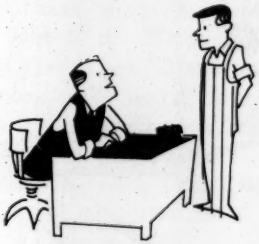
WHAT IS a good supervisor?

Fortunately, enough research has been done in practical industrial situations to answer this question with some authority. Industry is finding out what it needs, which is half the battle.

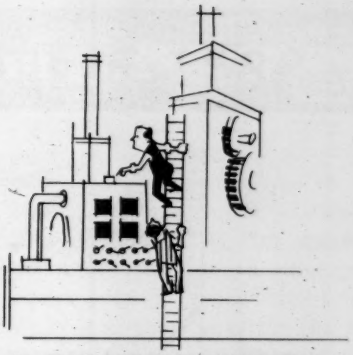
Studies have been made at Lockheed Aircraft, Detroit Edison, Prudential Insurance, and other companies to compare the effect of different types of supervision on similar groups of employees doing much the same work. Essentially, these studies show, the supervisor's job is twofold: He must figure out how to meet the production demands of his superiors and, *at the same time,* satisfy the employees' demands for a friendly, considerate boss. Supervisors who lead their employees rather than drive them usually turn out to be the real producers.

More specifically, a study of 153 first-line supervisors showed that the best of them had certain traits in common: They could and did give clear, intelligible instructions; their word was reliable; and they let their men know how they were doing. They were physically active and energetic. They didn't easily fly off the handle or get rattled in emergencies or by criticisms from a superior. And they were tops when it came to job knowledge and technical skill. ◆

Adapted from "How to Pick Better Front-Line Managers," by Milton M. Mandell, in *Dun's Review and Modern Industry.*

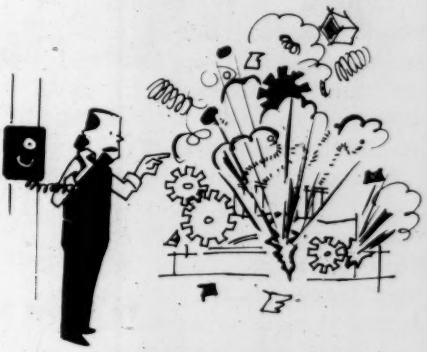


TELLS EMPLOYEES HOW
THEY ARE DOING

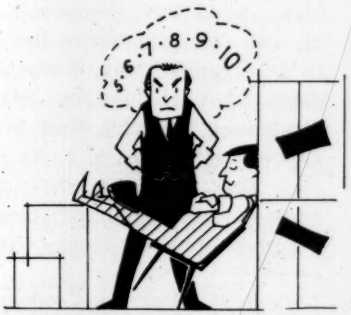


IS VIGOROUS AND ENERGETIC

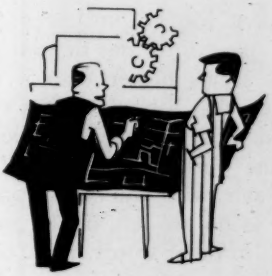
CAN TAKE CRITICISM



DOESN'T GET RATTLED EASILY



CONTROLS HIS TEMPER



HAS OUTSTANDING
TECHNICAL KNOWLEDGE

COST REDUCTION

Part 6:

THERE MUST BE AN EASIER WAY!

By Ernest Schleusener

Here's how your department can work better—without extra effort or expense

HAVE YOU FOUND, recently, that the cost of one of your operations seems higher than it should be? Or that a bottleneck is slowing down, not just one operation, but all the work that follows it?

Maybe what you need is an easier way to do the job, or the group of jobs: in other words, work simplification.

There's nothing new about the theory of work simplification: In an unorganized way, it probably started with the invention of the wheel. In an organized way, it was started some 32 years ago by Allan H. Morgensen,* with his Work-Simplification Conferences at Lake Placid, New York. Each year, these conferences have brought improvements in the philosophy and techniques of an

* See A. H. Mogensen, *Common Sense Applied to Motion and Time Study*, McGraw-Hill Book Company, 1932.

organized, common-sense approach to making work easier.

The most recent development in this field is the Simplified-Process Chart (see pages 32 and 33). This is enormously useful in breaking down complicated operations into simpler parts, in offices, plants, warehouses — in fact, wherever work is being performed.

When to simplify

How do you know whether you need work simplification? Certainly any overcostly operation, or any bottleneck, would be an obvious indication. And there are many other possibilities. For example:

- Jobs in which motions are wasted, or there is too much walking from station to station.
- Work with high reject rates.
- Customer lost because of delinquent order.
- Tools wearing out too fast.
- Product piling up at one operation.
- Too much time spent entering orders.
- Costs unusually high on one operation.
- Person working hard, yet falling behind.
- Jobs that no one likes. (This often indicates that the job could be done better—it may be badly set up, or dirty, or unsafe.)
- Extra time needed to complete a run on a job, a form, or a report.

Work simplification has another potential use, besides actually making work easier: The study you make in the process of simplifying work is helpful when you've considered major changes, like buying new equipment. If, for example, you think you have a shortage of equipment, a work-simplification study may show you that the work can be simplified and output increased without your buying the equipment.

Also, even if you have bought equipment, work simplification can help. The new machine may improve the "do" part of the operation but it is unlikely to clear up inefficiencies in the "make-ready" and "put-away" stages.

Eventually, every operation you supervise would benefit by work simplification. But you should begin with the problem areas, and move on to the less pressing areas.

Before you begin

Before you start your project, introduce your plan to your work group. It's important to introduce it properly, if you want your employees' cooperation. They should be aware of the need to find a better way to do the work, and of the way the improvement will benefit them. One way is to explain that job security depends, to a great extent, on constant improvement of the job. Another way is to enlist the

employee's participation in the improvement.

It's better to spend 10 per cent of your time building acceptance to change than 90 per cent overcoming resistance to change. While people may resist a change imposed upon them, they will accept one that is made by them.

An organized approach

The Simplified Process Chart on pages 32 and 33 follows this basic pattern:

1. Defining the problem
2. Listing the facts and details, under present conditions
3. Looking for improvements
4. Outlining the proposed improvements
5. Giving reasons for proposed improvements

Defining the subject

The first step is to pin down your subject: to define it, and to state, on the chart, exactly what you are going to study, so that anyone who reads the chart can understand it. If, for example, the subject to be studied is a product that is piling up at a bottleneck, it should be limited to, say, Part 16022, from the time it reaches Operation 21 to the time it leaves that operation. In other words, the subject is a small area, with a clear beginning and end.

In your study, you can chart either a person or a thing, depending on your specific situation or problem. Your judgment will tell you whether the problem is in the product and the way it is being handled, in the job, or in the employee doing the job.

Occasionally, it is valuable to study a thing *and* the person involved. If so, first chart the product and then the person.

The value of breaking large operations down into several smaller parts cannot be overestimated. If you studied a large operation in its entirety, you might find one substantial improvement—but miss other small improvements that could add up to worth-while savings. Working with smaller problems also helps you pinpoint which improvement would mean the most savings.

Once the scope of your problem has been defined and limited, list the people who will be affected by it. If your list is too long, this is another symptom of the need for limiting the project.

Tackling problems in "bite sizes" also slows down the rate of change, and gives each improvement a chance to become established before you go on to further changes.

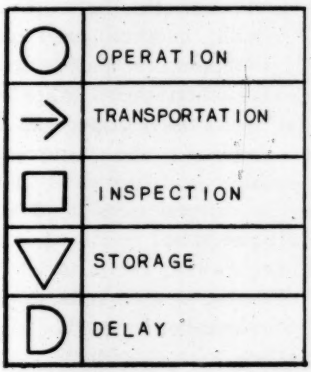
Listing the facts and details

Now it's time to list all the details of the operation, step by step, on the chart. Be sure to list, not only every operation, motion for motion, but also every transportation, inspection, storage, or delay. Trace the operation or the person

chronologically as it, or he, goes through the process. You can do this alone if you wish, but you may do better by working with the people involved.

As you're listing details, you and your work group will probably get ideas for ways to improve them. If, as in the example of step 12 of the chart on page 32, you noticed that a worker wrapped a part and later added an instruction sheet to the package, it might occur to you that the part could be wrapped in the instruction sheet itself. This would eliminate one operation. List your ideas under the "ideas-for-improvement" column—and list them immediately, or you may forget them.

At this point, you also list facts and figures on the time each detail takes, or the distance that must be traveled. This has a three-fold purpose. First, it gives you a base line from which you can measure improvements, what effect they will have, and how much money they will save. Second, it gives you a breakdown of facts and, therefore, suggests ideas for improvement. Third, it gives you a background for making sound decisions on improvements.



If you find that your detail list takes up more than 20 spaces on the chart, your job needs further breaking down. You've bitten off more than you can chew.

Using the symbols

Now you are ready to classify each operation, using standard categories and standard symbols.

The *"Do" operation* (the "operation" circle, blacked in) is the real purpose of the job. It changes size, shape, finish, or structure, or creates the product you are turning out. This could mean typing a letter, stamping a part, filling out a form, setting a rivet, adding a part. It usually adds value.

Operation. This is the work that takes place before and after the do operation. It is the effort required to get ready to perform the do operation—known as *make-ready*, plus the clean-up afterward, known as *put-away*.

Transportation. If you're charting a person, this represents his moving from one operation to another, whether or not he is carrying anything. Time and distance should be included on the chart. If you're charting a thing, a transportation represents any time that it has been moved, whether carried, pushed, slid, or dropped.

Inspection. A check or measurement, made to determine quality. No change is made in the product —it is only checked. Examples are proofreading an office form, or measuring a part to see if it is within tolerance.

Storage denotes that nothing is being done with the job for the time being. It may occur between operations, or at the end of a job. It is a normal, planned step in the sequence of operations for the job.

Delay. When a person is being studied, a delay is an interruption in or interference with his normal procedure. If a thing is being studied, a delay is any unplanned time the product has to wait to be worked on, inspected, moved, or stored. A delay may also be described as an unplanned, or useless, storage.

If you have trouble deciding which of two symbols to use, you may find that the step is a combination of the two. If so, it's perfectly in order to use two symbols opposite the detail description.

Chance for review

Placing the symbols opposite each detail gives you another opportunity to review the job. You may find that you have left out one or more important details. If so, insert them where they belong. Be especially alert for delays. It would be easy, for instance, to forget to list the delay that occurs when a worker is waiting for someone else to get material out of the stockroom, but if the delay were eliminated and the worker were doing something more productive, the savings might be substantial.

Looking for improvement

When you have completed listing the details of the project, add up how many of each kind of activity you have: how many operations, how many transportations, how many delays, etc., plus time and distances involved. Place the totals in the summary box on the Proposed-Method sheet (page 33). Now you can consider ways to improve or simplify the job. Analyze your present methods to see if you can:

1. *Eliminate*
   Are you sure this step is necessary at all? (There's no point in trying to spend time making improvements on an operation that can be eliminated entirely.)
2. *Combine*
   Can this step be combined with another one? (like wrapping the part in an instruction sheet rather than using tissue paper and then adding the instruction sheet).
   Can several steps be done at one time?
3. *Improve*
   Can the operation be done in some better way?
   Can it be simplified?

Is there a way to reduce the time involved?

4. *Change*—
   a. Sequence
      Can the sequence be changed for a net saving?
      Should the operation be done at another time?
   b. Person
      Should someone of lesser skill do the operation?
      Can one person perform an operation that two are doing—with a net saving of time?
   c. Place
      Is the operation being done in the proper place?
      Can the distances be shortened?

Where to look

With these questions in mind, you can pinpoint the steps you can work on.

The do operations are the most productive—they are the real purpose of the job. Black in the circle for do operations, to indicate that they should be studied separately. Usually, the do operation needs the least improvement, since it is already productive. Besides, any changes here might be so tied up with over-all company plans, engineering problems, or the work of other departments that they would be beyond the scope of your job. In fact, if you see an opportunity for a major change on a do operation, it might be a good idea to call in an engineer.

You can, however, save considerable time and money on the make-ready and put-away stages of an operation. Though these steps are necessary, they are not productive.

One manufacturer bought a complicated new machine to streamline an operation he was concerned about. Later, when the figures came in, he found that it hadn't saved him a cent. He did a work-simplification study and discovered that the added make-ready and put-away involved in the operation of the machine were eating up the savings.

Now look at the delays. These are the least productive of all the steps, and the most easily changed. Here you can make many improvements yourself; often you won't need approval, and the changes you make won't affect the work of other departments.

Keep looking

The other categories should also be carefully analyzed. Do you have too many transportations? Consider a change in layout.—Too many inspections? Maybe you should combine them into one final inspection. Or, if inspection at various stages is necessary, you might combine a transportation with an inspection; for example, have the item inspected as it is being placed in a carton.—Too many storages? Maybe the work is not moving fast

enough; look for a bottleneck.

Now go back to the "ideas" list on the Present-Method Chart, and enter all the ideas you've had so far. Go over it with the employees involved, to get their suggestions. If you get several alternative suggestions for one detail, you may need a separate list of ideas.

Outline the new method

When you've considered the alternatives, choose the most practical ones. These should be listed, detail by detail, on the Proposed-Method Chart. Be sure the symbols correspond with those on the Present-Method Chart for the corresponding details. This is a good chance to double-check all your symbols, to make sure they describe the job accurately.

For each proposed improvement, list the reason and potential savings —more convenient operation, cutting waste motions, or whatever. In some cases, you may consider using more expensive materials to save time; make sure the expense is offset by the saving—and show that it is.

Don't forget to fill in the "time-or-distance" column for the new method.

Does it pay?

Now you're ready to complete the summary box. Total the frequency, times, or distances for each operation, transportation, inspection, storage, and delay for the new method. Then calculate the difference, or savings, between the old (present) method and the new (proposed) one. If your savings are in terms of amount of material used, number of people required, or amount of wages saved, jot that down, either on the chart or on a separate sheet of paper.

The summary gives you a clear picture of the results of your proposed changes. At this point, you have to ask yourself if the savings merit the expense and effort of making the improvements. Chances are, they will, if you've selected the best proposals. If not, go back to some of your rejected ideas, or try to think of some new ones.

Talk to your boss

If you have more than one acceptable alternative, this might be a good time to discuss it with your boss. Sometimes, it's better to offer alternate plans, so that the boss becomes involved in some of the decision making. He'll appreciate the opportunity; and, once the choice is made, it will have his support.

Getting approval

Before asking for final approval, remember that you have been working on the project and have all the details. Your boss and his boss are not as well acquainted with the details as you are. Therefore, be sure to present the important facts: the present method, the suggestions for

improvement, the proposed change and the reasons for it, and, finally, the savings that the change would make.

If, for any reason, you don't get approval for your entire project, try to get approval for part of it. Or ask for a trial run—which may convince your boss, or, on the other hand, show that the plan isn't practical.

If the plan is entirely rejected, perhaps the timing wasn't right; perhaps the over-all budget won't allow for money spent on improvements at that time. Another look at your project may suggest that less costly improvements later on may at least help your situation somewhat.

Taking action

Before you make any changes, let everyone in the work group know what you plan to do, and when.* Try to anticipate any problems, so that you can take care of them beforehand.

Once the plan has been carried out, keep checking on the results. Give it a chance to work, though—and give the employees a chance to get used to it—before you evaluate it. Then you can gather the figures to complete your chart, and record the actual savings made. Once you've got the new procedure rolling, you can go on to another operation.

How much can you save?

When you've gone through all the operations in your department that would lend themselves to work simplification, look back, and add up the money you've saved. You may be surprised at the total. The range is unlimited; but whether it's a lot or a little, it makes a difference—not only on the budget, but also on the morale of the men whose jobs have been made easier and more efficient. When your saving is the result of a relatively simple change, you're really producing results.

Take, for instance, the supervisor who suggested that stamping a trade mark on the more complicated of two parts be eliminated. Since the two parts were later assembled, only one mark was needed. The change eliminated tooling setups and trouble with the feeding mechanism. It saved the company $903 a year—no small saving, for a simple change.

Or take the supervisor who saw that the layout of an order section was causing repetition of handling and a good deal of unnecessary walking around. A change in layout and a small change in procedure reduced the manpower needs to seven people instead of ten. The other three were transferred to

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* See *Department Changes Ahead? Get Ready Now!* by Peter C. Reid, SM, June, 1960, page 2.

SIMPLIFIED PI

PRESENT METHOD

NEW STANDARD SYMBOLS	
○	OPERATION
→	TRANSPORTATION
□	INSPECTION
▽	STORAGE
D	DELAY

SUBJECT Packing 100 valves (Part # 1782) from tote box to shipping carton (person)*

DEPARTMENT Packing + Warehousing

DATE 6/12/60 CHARTED BY John Maddox

* Orders average 100 valves per order, with special customer instruction and label.

	FILL IN SYMBOL	PRESENT DETAIL DESCRIPTION	TIME OR DISTANCE	IDEAS
1	○	Pick up tote box of valves	1/4 min.	Have valves closer to table
2	→	Carry to table (100 valves)	10 ft.	Equip table with casters
3	○	Dump on table (tip tote box)	1/4 min.	Build dumping hopper
4	→	Walk to stockroom	1/2 min/36 ft.	
5	○	Requisition packing supplies	3 min.	Do this earlier
6	D	Wait for supplies	10 min.	
7	→	Carry supplies back to table	20 ft.	Move table to stockroom
8	○	Arrange supplies	1/2 min.	
9	○	Fold 100 cartons for valves	10 min.	Check cost of prefolded cartons
10	○	Place carton in position		Try 2 at a time
11	●	Put instruction sheet in	total of 12 sec. per valve; 20 min. per 100 valves	Use instruction sheet for wrapping
12	□ ○	Wrap one valve (visual inspection)		
13	●	Place wrapped valve in carton		
14	○	Close carton		
15	○	Paste on label		Check price of pressure-sensitive labels
16	●	Put box in shipping carton		
17	○	Clear up table for next order	1/2 min.	
18		Total distance traveled	50 ft.	
19		Total time	46 min.	(including travel time)
20				

OCESS CHART

PROPOSED METHOD

SUMMARY				
		PRESENT	PROPOSED	SAVED
	DISTANCE	50 ft.	40 ft.	10 ft.
○	OPERATION	13	11	2 (17 min.)
→	TRANSPORTATION	3	2	1
□	INSPECTION	1	1	0
▽	STORAGE	0	0	0
D	DELAY	1	0	1 (10 min.)

Analyze Present Method to

1. Eliminate
2. Combine
3. Improve
4. Change—
   a. Sequence
   b. Person
   c. Place

ASK—Where, When, What, Who, Why, How

	FILL IN SYMBOL	PROPOSED DETAIL DESCRIPTION	TIME OR DISTANCE	REASONS
1	→	Deliver packed valves to stockroom on caster table	20 ft.	Delivers valves without carrying
2	○	Clear up table for next order	1/2 min.	
3	○	Pick up and arrange packing supplies ordered.	1/2 min.	Ordering ahead saves delay time
4	○	Requisition supplies for next order	3 min	Helps stock man plan
5	→	Push caster table back to packing room	20 ft.	Saves carrying valves
6	○	Pick up tote box of valves	1/4 min.	
7	○	Dump tote box on table	1/4 min	
8	○	Put prefolded cartons in jigs (2)	total of 8 sec. per valve; 13 1/3 min. per 100 valves	new cartons cost 4¢ more per 100
9	●	Place flat instruction sheet over carton		use instruction sheet as wrapper. Saves paper - 9¢ per 100
10	□	Inspect 2 valves at a time		more complete visual inspection
11	●	Place valves in cartons (2)		uses both hands
12	○	Close cartons (2)		Handles 2 at a time
13	○	Put on pressure-sensitive labels		new labels 3¢ per 100 more
14	●	Place cartons in shipping carton		APPROVAL TO PROCEED: James Carlson

ACTION TAKEN AND RESULTANT SAVINGS—

Put casters on table, changed sequence, simplified packing, did 2 at a time, smoother motions, eliminated motions, eliminated some packing supplies. Better labels.
Saved 27 min. per order of 100, and 2¢ per 100 in supplies.

more productive work in other departments, and the order department saved a total of $10,500 per year.

Whether the saving is $900 or $10,000, there must be an easier way—and the rewards are well worth while if you find it. ♦

This is the sixth in a series of articles on cost reduction. Part 7, coming next month, will discuss cutting costs by saving materials and supplies.

When Do You Say It?

IT ISN'T ONLY *what* you say but *when* you say it that makes a difference when you communicate with the people in your department.

You can't always choose the time you want to say something. But when you're giving instructions, for example, there are certain occasions when you can be pretty sure they *won't* stick:

. . . just before lunch or a scheduled break;

. . . just after a meal;

. . . at the end of a shift.

Here are some of the best times for communicating:

1. *When you are not under pressure.* The boss is calling you on the phone, an emergency has cropped up on one of the machines, a messenger from the personnel department is waiting to pick up a special report. You're not likely at that moment to be able to conduct a clear talk with an employee about a suggestion he has made.

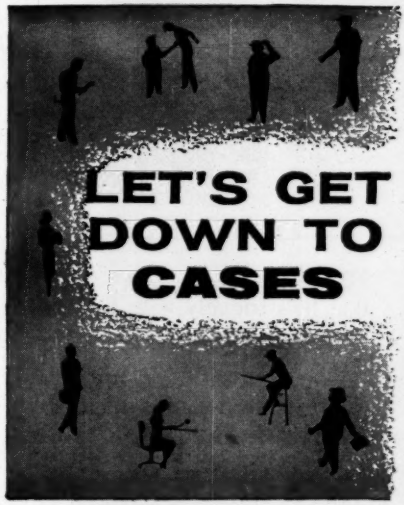
2. *When the employee is free of pressure.* When you try to explain a new idea to a man who is tired or distracted, only half your words will get through. You'll increase the effectiveness of your communication by getting the employee to step away from his machine or stop what he's doing long enough to be able to concentrate on your talk.

3. *While the iron is hot.* Some communications are best delivered at the earliest possible moment. Congratulating an employee because he won a promotion, for instance, is most appropriate when it's done early.

4. . . . *and while the iron is cold.* Some communications will be most effective when they are not delivered in the heat of the moment. That's why the seasoned supervisor says, "I know you're too upset to discuss the quarrel now. See me at the end of the rest period."

A sense of timing in communications can be of real value. It pays off by reducing the amount of time you have to spend in repeating yourself, as well as increasing the impact of your message. It means fewer time-consuming errors, less need for, "Do the job over, and this time do it right."

—*Textile World*



Every month, SM presents true stories of tough situations supervisors have faced.

How would you solve these problems? Your answers and the steps you take in arriving at them can be of the utmost value to you.

As you consider each case, you might jot down your questions, your reasoning, your decisions.

Or, discuss the cases with a group of people—fellow supervisors, family, friends. You'll find that each person has his own way of looking at the problem.

How Fair Is Fair?

JIM RILEY is a lift-truck operator at the Classic Clock Radio Company—but he's also a frustrated cowboy. That, at least, is the opinion of Stan Holtz, his supervisor. Stan has cautioned Jim several times about his careless driving, and has warned him in writing about it. But Jim goes right on speeding down the aisles and looping around corners.

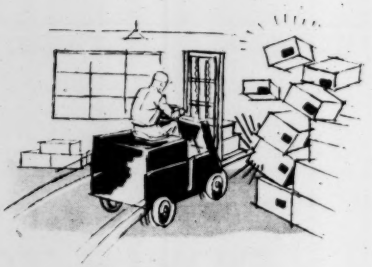
Last week, Jim really tore it. Making a fast turn, he plowed into a pile of packages awaiting shipment. Each package had to be opened up and reinspected, and several clock radios were broken.

Stan gave Jim a three-day layoff, and told him he was asking Personnel to transfer him to a less dangerous job. Jim protested that this wasn't fair—it was the first time he had had an accident; and besides, the packages couldn't have been stacked very well, or they wouldn't have fallen. So why should he be penalized for the damage?

Today one of Stan's best lift-truck operators, Lou Leseur, knocked down an air-conditioning vent. Con-

This case was contributed by Leonard Smith, Executive Director, Training Services, Inc.

trary to instructions, he had failed to lower the truck before passing the obstruction. Lou is a careful driver whom Stan has never had to warn about anything before. He also happens to be a good friend of Stan's. But in this case, just like Jim, he has failed to follow instructions and has caused damage—the repairs will cost about $50.



Stan feels he is on the spot. Everyone in the department is aware of both incidents and is waiting to see what he will do. They all know, too, that he's friendly with Lou but has never been on particularly good terms with Jim Riley.

Consider these questions—and ask your own:

1. If you were Stan, how would you handle Lou's accident? ____
   _____
2. Would your handling be different:
   a. If Lou Leseur were a newly hired employee? _____
   b. If Lou were just another employee—not your friend? ____
3. Why did you choose the course of action you did? _____
   _____
4. What do you think will be the effect on group morale? ____
   _____
5. Should Stan explain his action to the group? _____
6. What about Stan's previous handling of Jim—should he have cracked down earlier? _____
7. As a foreman enforcing safety rules, should you first consider:
   _____ The results of the accident?
   _____ The fact that a safety rule was broken?
   Why? _____
   _____
8. Does your company have rules that cover situations like this?
   _____

Readers Discuss SM Cases

Here are readers' discussions of previous cases.

A copy of *Leadership on the Job*, AMA's handbook for supervisors, has been awarded to each of this month's contributors.

His Brother's Keeper?

(May, page 38)

Case synopsis:

Bob Cass is on a spot. For six months, he has supervised a department that assembles automotive bearings. He always plans ahead and organizes his work to deliver everything on schedule. But his friend, Jerry Sackett, supervisor of the grinding department, never gets parts through to him on time.

Jerry is sympathetic—but he always has an excuse. Bob has never brought the problem to his and Jerry's boss, the production superintendent.

So far, no job has been held up for lack of stock. But today, a rush order must be filled by closing time. There aren't enough bearings to fill the order, or even to keep the department working until noon.

Hot potato

TO THE EDITOR:

This problem shouldn't be taken to the production superintendent—yet.

The immediate action should be pointed toward fulfilling today's rush order.

Bob should call Jerry and make sure he knows the deadline. He should then offer to lend some of his workers—if necessary—to help meet the deadline.

On the following Monday, Bob could approach Jerry and assume the blame for Friday's crisis. After all, Bob knew about the shipping deadline *and* the man-hours required, weeks ago. If he had only let Jerry know about these *two* factors, the work schedule in the parts department could have been coordinated with the assembly department to meet this customer's request. In the future, Bob could send Jerry a report of each of his jobs, indicating the delivery deadline and his assembly plan. If Jerry can't meet the planned assembly schedule, he can alert Bob.

Jerry's notice would show that Bob had a file copy for future reference. And, being at least of average intelligence, Jerry would realize just who would be holding the hot potato in the event of any serious delay in the future.

—FREEMAN E. HENRY
Southern California Gas Company

The last straw

TO THE EDITOR:

I think that Bob is as much at fault as Jerry. This situation should have been taken care of a long time ago. If I were Bob, I would feel that Jerry is trying to pull a fast one on me. The Friday-morning incident is the last straw. Bob should lay the law down to Jerry once and for all. He should be tactful, pointing out that schedules have to be met and it is up to Jerry to cooperate. If Jerry is unwilling, then Bob should contact the production superintendent and suggest a conference with everyone concerned.

—THOMAS M. HANLEY
U. S. Department of Health,
Nogales, Arizona

Get together

TO THE EDITOR:

Rather than go over Jerry's head and create greater animosities, Bob should go to Jerry, explain that he has a deadline to meet that day, and offer help if Jerry needs it.

Jerry is too ready to offer lame excuses. If Bob has advance scheduling information, chances are Jerry has it too, but isn't using it. Bob should suggest that they get together to schedule future production and try to coordinate the work.

Bob has probably contributed to the situation by not informing Jerry of the scheduled assembly production. This is evident in the erratic deliveries of stock that is not needed as well as stock that is.

If Jerry rejects the plan, or accepts it but won't follow it, Bob would have no choice but to appeal to higher authority and demand cooperation and efficiency.

—J. L. PATTERSON
Mechanical Engineer, The Federal Glass Company, Columbus, Ohio

The boss's fault

TO THE EDITOR:

The current emergency and the six months' history of feast-or-famine indicate poor communication between the two production sections, poor materials programing, and poor supervision from above.

The production superintendent (Bob's and Jerry's boss) must be asleep at the switch not to recognize the problem without being told by Bob. It's up to him to schedule and to communicate these plans.

Bob should take advantage of the emergency and ask Jerry to join him in approaching the boss for a meeting to solve the problem. This will take a bit of doing, since Jerry will immediately be on the defensive.

WIN A BOOK!

Send in your solutions to SM's cases—or send your toughest, most interesting case—for publication in SUPERVISORY MANAGEMENT.

The editors of SM will award the author of each published case or solution a copy of Leadership on the Job: Guides to Good Supervision, the American Management Association's handbook for supervisors.

Send your contribution to Let's Get Down To Cases, SUPERVISORY MANAGEMENT, *American Management Association, 1515 Broadway, New York 36, N. Y.*

Letters on this month's case should be postmarked no later than July 30.

Bob *must not* say, "Look, Jerry, you are causing me no end of serious problems . . . we're going to the boss and straighten this thing out once and for all."

Instead, his approach should be indirect: "Gosh, Jerry, I'm in real trouble today. If I ever needed your advice, this is the morning." Jerry will be much more willing to meet with the boss. If the boss has any experience, he should quickly see the solution to the problem. Then he can take positive steps to correct the problem.

—MAURICE E. KENNEDY
Director of Communications,
Los Angeles County

Tell the boss

TO THE EDITOR:

Bob Cass should have brought the situation to the attention of the production superintendent sooner.

Jerry Sackett is no friend of his. Although Bob has explained that the irregular bearing deliveries are disrupting the working of the assembling department, the zigzag deliveries continue.

Bob is partly responsible for permitting this situation to continue so long. He is remiss in the way he handled the rush order. When he found that Jerry gave only excuses, Bob should have brought the situation to his superintendent's attention.

The production superintendent would have summoned Bob and Jerry to a conference—then outlined the whole operation for the job, stating the job, time, and deadline.

—ALMA L. CUDOBA, JR.
Supervisor (Nutrition), Elizabeth Bayley Seton Pavilion, St. Vincent's Hospital, New York City

For old time's sake

TO THE EDITOR:

Jerry is probably jealous of Bob's success, and may consciously or unconsciously be trying to make him look bad. When someone like Bob tries to get ahead, it often creates unrest and jealousy among those who prefer to maintain the status quo.

Bob has discussed the problem with Jerry, but has not solved it. He now has no choice but to get firm, stating his case as follows: "Jerry, for old times sake, get me those bearings by noon. If you don't, the boss will be in here checking, and he'll discover that we're out of bearings—which may cause us both plenty of trouble."

Bob should point out that, by cooperating, he and Jerry can improve their prospects in the company.

If Jerry does not respond, Bob has no choice but to discuss the problem with the production superintendent.

—KARL E. REED
East St. Louis, Illinois

Plan day by day

TO THE EDITOR:

If there are not enough parts available for the order, Bob and Jerry should go together to their boss, who may be able to get machines repaired or take other steps to improve production.

Possibly Bob could have forestalled Friday's shortage. He probably knew Thursday that there were insufficient parts for two days' work, and he should have told Jerry then.

A similar approach could be used to guarantee a smoother flow in the future. Bob could inform Jerry daily of his inventory and projected needs, so that Jerry would know exactly the quantities he had to deliver. This would help Jerry plan better, without infringing on his prerogatives.

The fact that lack of parts has never actually held up a job indicates that Jerry can produce in spite of his lack of planning. Being a brother's keeper can be exasperating, but it is sometimes necessary in the over-all effort.

—GEORGE W. SCHELL
The Atlantic Refining Company
Philadelphia, Pennsylvania

It takes tact

TO THE EDITOR:

No doubt, Jerry resents Bob's eagerness and is somewhat jealous of his sense or organization and planning. Moving up to a higher level—and being accepted by others who have been standing still—requires a good deal of diplomacy. This is where Bob failed.

So, if I were Bob, I'd forget my superiority and would tell Jerry I would like to ease the strain.

With his experience and intelligence, Jerry would probably find his way to better planning, and would soon feel the benefits.

If Jerry still doesn't respond, I would frankly advise him to take a course in planning.

—LEO R. MARTIN
Plant Superintendent
Doric Textile Mills Limited
St. Johns, Quebec

The Case of the Purloined Pot Roast

(April, page 35)

Put yourself in his place

TO THE EDITOR:

Phil has failed to place himself in Ted's position.

Ted has lost his roast, which is punishment enough for his violation. Phil could be sympathetic in explaining this to him.

If Phil could afford it, he could offer to lend Ted money for another roast until pay day, or, if policy was such, the company could lend Ted money for another roast. This would make Ted more appreciative and would make Phil look better to his workers.

—JOHN L. ALDEN, JR.
The Sunday School Board
of the Southern Baptist Convention
Nashville 3, Tennessee

Theft is a serious matter

TO THE EDITOR:

Phil has committed two sins of supervision: 1) treating a subordinate's complaint lightly, and 2) treating the implication of theft, a crime, lightly. Phil has the tough job of explaining that the rule against putting personal packages in the cooler was made, in part, to avoid temptations. He may feel a little guilty because he didn't enforce the rules. But supervisors have to be especially careful not to try to cover such feelings by curt answers to their subordinates.

It might be a nice gesture for Phil to offer to lend Ted the money to replace his lost roast. This should be a personal matter between Phil and Ted, not a company affair. The company has no responsibility for Ted's loss, and it is up to Phil to make this clear.

—JOHN E. THOMPSON
President-General Manager
Reliable Packing Company,
Chicago

Conflicting Personalities

(March, page 41)

Try again or lose a man

TO THE EDITOR:

I think Pete should have called Jim on his remarks in the lunchroom. However, he could have done it just as effectively without the display of irritation.

Pete's only chance to straighten out the situation is to go to Jim on a friendlier basis, admit that he may have been hasty, and give Jim a chance to talk. If he doesn't, he is going to lose a good pressman.

—HENRY S. LUFLER
The Warner Brothers Company
Bridgeport, Connecticut

Man of Indecision

By Richard Armour

Mr. Percival Thwaite was a man never late
And to laziness never inclined;
He was always true blue, and reliable, too—
But he never could make up his mind.

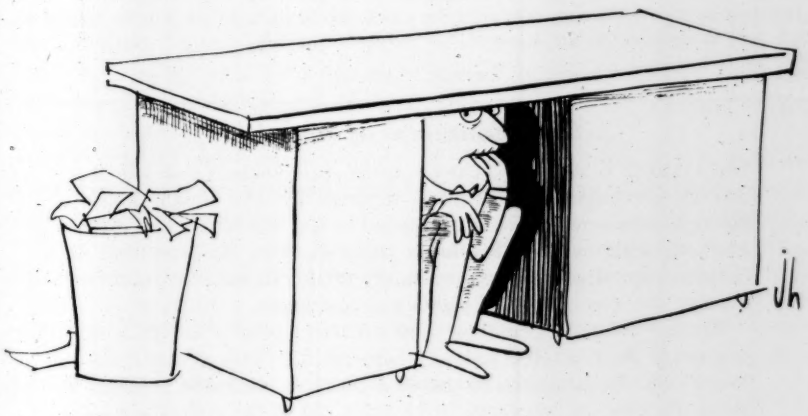
When he ordered a meal, he appeared to congeal
At the choice of a dish—hot or cold one;
When he shopped for a suit, every choice was so moot,
He chose none, and went home in his old one.

To his place of employ Mr. Thwaite was a joy—
Someone steady, if lacking in vision.
Not a fellow to shirk, Percy ground out the work,
But he never could make a decision.

Did our hero then soar to the swank upper floor?
Did he gain an executive suite?
Or was Percy held back, and perchance did his lack
Of decisiveness cause his defeat?

Well, believe it or not, he did reach a top spot,
Though it took him, admittedly, long.
His career had no blight: Though he never was right,
More important, he never was wrong.

So dampen no eyes for old Percy, whose rise
Was unblemished by error or blunder;
But rejoice and be glad if you never have had
Anybody like Thwaite to work under.



HERE'S WHAT THE ARBITRATOR SAID

(See "If You Were the Arbitrator," page 11)

Who Should Get the Overtime?

The arbitrator said the foreman was right. If sharing in overtime was a privilege of seniority, he said, holiday pay would be such a privilege, too. Yet, probationary employees were given holiday pay without question. He concluded: "The arbitrator believes that the privileges available to employees who have completed their probationary period include primarily the privileges arising out of the seniority clauses. The distribution of overtime is not based at all on seniority."

The Man Who Went Fishing

The arbitrator said the seniority provisions apply on an around-the-clock basis, and they cannot be suspended merely because of the absence of a supervisor with authority to act. He acknowledged that when a vacancy occurs on short notice, the company has the right to fill it any way it can. But he said that seven hours was sufficient notice that the senior man was available.

NOTE: If your decisions were different from the arbitrator's, this does not necessarily mean that you were wrong. The awards in these cases do not indicate how other arbitrators might rule in apparently similar cases. Arbitrators do not follow precedents. Each case is decided on the basis of the particular history, contract, testimony, and other facts involved.

The Fountain of Youth

THE AVERAGE INDUSTRIAL PLANT is three years younger today than it was 15 years ago. This paradox, reported by *The Biddle Survey*, emerges from a recent study conducted by the Machinery and Allied Products Institute. The Institute's latest study of the condition of business capital goods in our economy reveals that replacement has lowered the average age of plants and equipment.

Plants—defined as buildings and structures other than residential —average 24 years old today, as against 27 years at the end of World War II. Similarly, industrial equipment is, on the average, 9 years old now, as compared to 11 years old at the end of the war.

SINK OR SWIM?

How To Be Your Own Life Preserver

By Jack Harrison Pollack

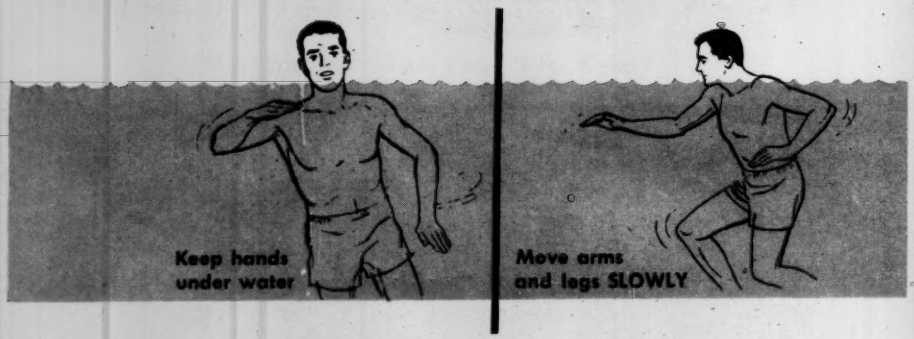
ABOUT HALF of America's drownings are what the National Safety Council calls "swimming fatalities." A novice swimmer with more ego than ability tries to match the experienced swimmer—and fails. A person who can usually hold his own gets caught in a strong undertow, or is seized by a painful cramp, and becomes panicked. He flails about helplessly and sinks below the surface.

Or a person drops unexpectedly into water above his head or is struck by a wave—or something else unexpected happens—and fear seizes him. He's likely to wave his arms frantically and struggle against the water. His body becomes tense, and before he knows what has happened to him, his energy and buoyancy are gone. He becomes another drowning victim.

Everyone, from expert swimmer to nonswimmer, should learn what to do in a potential drowning situation. Here are some tips that should be practiced and remembered. They

This article is adapted from one section of a booklet, *Sink or Swim*, by Jack Harrison Pollack. © 1960 by Birk & Co., 22 E. 60th St., New York 22, N. Y.

HOW TO STAY AFLOAT



may some day keep you afloat long enough to save your life.

Some tips

Perhaps the most important rule in any water emergency is this: *Do everything in your power to keep calm, and give yourself a second to think about what you must do to stay afloat.*

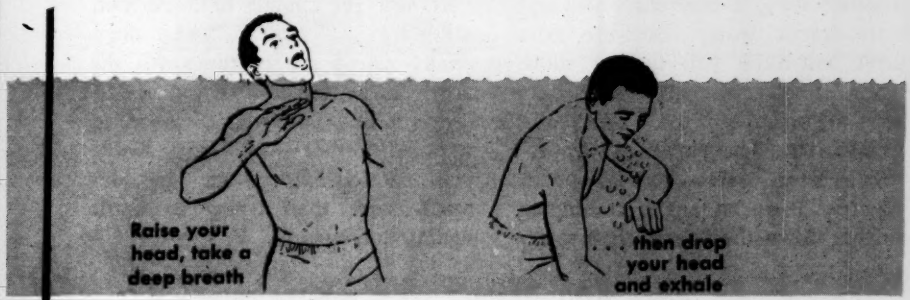
If you fall from a dock or boat with all your street clothes on, take them off immediately. Heavy clothing can drag you down. Take a deep breath and submerge completely, floating like a turtle with arms and legs hanging downward. First remove your shoes; next, your trousers; then your coat or shirt. If a garment must be removed over the head, gather it up to the armpits, cross your arms, and pull it off. Come up for air whenever necessary. Swim clear of discarded clothing.

If there is anyone near you, simply yell "Help!" When he approaches you, do not grab frantically, but say calmly, "I am giving out" or "I can't make it back to shore."

Let's hope that your should-be rescuer is a good enough swimmer to say to you, "Hang on to me and I will tow you in" or "Let me pull you in." If you will relax completely, even an inexperienced swimmer can help you stay afloat and may eventually get you back to shallow water; but if you struggle or fight the water, it is difficult for even an experienced lifeguard to help you.

If the person near you can't help

WHILE YOU WAIT FOR RESCUE



you himself, he can go for help if you can stay afloat for a while. *And you can if you know a few simple rules.*

How to stay afloat

Keep your hands under the water.

Restrain the natural desire to reach up: By keeping your hands down, you help keep your head up.

Move your arms and legs in a SLOW, rhythmic motion.

Move your legs as if you were riding a bicycle. Cup your hands and move your arms forward, down, back, and up; forward, down, back, and up.

Raise your head and take a deep breath; then let your head drop below the surface and expel the air.

Remember that your head is heavy—it weighs about 15 pounds —and you won't be able to hold it above the water for very long. Even if you try, you'll waste your energy and become exhausted. So after filling your lungs with air, let your head fall forward, rest a moment, and expel the air through your nose and mouth. Then raise your head for another deep breath.

Cramps and currents

You may also save your life by knowing about currents, tides, undertows, and cramps.

Muscle cramps most often strike the foot, the calf of the leg, the hand, and the back of the neck. If you suddenly get a cramp in your leg or foot, take a deep breath, roll face down in the water, and grasp the cramp firmly in one or both hands. This pressure usually relieves the pain. If it doesn't, firmly massage the cramped area with your hands. Leave the water as soon as possible; a cramp is usually a sign that you've had enough swimming for a while.

What if you're trapped in an undertow? Sure, it may carry you out into deeper water. But the next crest will take you toward shore again. So keep calm, swim only with the crest, and you'll soon be in a safe spot. The pull of an undertow is short. (However, it's better to cross it on an angle, coming in farther down the beach, than to try to fight it over and over again.)

If you get caught in a current, *don't fight it.* Instead, swim diagonally across the current *with* the flow. As in the case of the undertow, you may land near the shore at a point farther away from where you entered the water—but it's much safer than trying to battle against the current. ♦

The Best-Dressed Man—For Work

CLOTHES MAKE THE MAN, they say—and may keep him safe at the same time. It's estimated that each year, industrial workers spend from $100 to $140 per man on work clothing. The right clothes last long, are comfortable, and are safer—especially around machinery with moving parts.

What tips can you give subordinates who are buying work clothes? Recently, the Colorado Fuel and Iron Corporation asked merchants specializing in work clothes for their advice:

Material. Cotton, the merchants said, is durable, washable, easily bleached, and inexpensive. Wool fabrics are better insulators and wear well, but are harder to clean. Nylon is strong and easy to clean, but conducts heat. Blends, which often combine cotton or wool with nylon, are generally excellent because they offer the best features of the various materials.

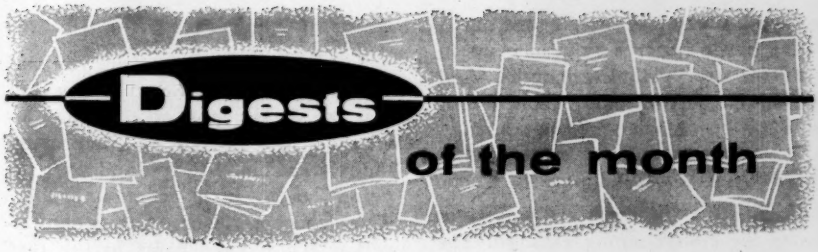
Shirts. If no percentage of shrinkage appears on the tail of the shirt or the label, allow for shrinkage by buying a half size larger than you need. If no label or product information appears, be careful: The material may be of poor quality.

Pants and jackets. These should offer long wear and should be loose enough to allow freedom of movement. Pockets should be big enough and sturdy enough to carry any special tools needed on the job.

Gloves. Work gloves generally come in one size but in many materials; the choice depends on the work to be done. For heavy-duty work, for example, workers might want gloves made of heavy flannel, with quilted palms, thumbs, and index fingers.

Shoes. Safety shoes protect against the possibility of a broken instep or a mashed toe.

—CF&I Blast
(The Colorado Fuel and Iron Corp.)



One Plus One Equals One

SOME PEOPLE LEAVE a job they like because of a boss they don't like. Others stay on, doing work that is unpleasant, because they have a positive feeling for the man in charge.

This employee-boss relationship—perhaps more than any other single factor—determines a man's enjoyment of his job and his over-all productivity. Much, of course, has been said about the relationship of the worker and his supervisor. But what about the supervisor and *his* boss?

Schools teach that 1+1=2. In industry, however, the supervisor plus his boss equal *one:* a functional unit in the business of getting work done. Both jobs mesh to form a single part of the total job that the company undertakes to accomplish.

Balance for strength

This unit has certain strengths. Some are the supervisor's; some belong to his boss. It also has certain weaknesses—again, some from each. Some strengths of one compensate for some weaknesses of the other.

For example, the supervisor may have a tendency to rush into things headlong, while the boss acts as a brake, preventing the supervisor from taking a high dive into hot water. The boss may be uncomfortable with figures while the foreman is a whiz at them; the foreman makes it a practice to give his superior accurate, carefully checked reports that the latter doesn't have to recheck.

The result is *balance:* the concept of a relationship between two people. The more of this kind of balance you can develop, the better your relationship with your superior will be. There are three proven ways to do it.

You provide strength

1. *Identify the areas where you provide the compensating strength.* List your boss's pros and cons, and your own. See where you have a "pro" to fill the gap of one of his "cons"; then act accordingly.

"Nothing makes my boss unhappier," a night-shift foreman said recently, "than to come in in the morning and find a grievance waiting for him to settle. So I try to settle them before they go any further. Once in a while I have to spend several hours

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getting a sticky one straightened out—but I haven't sent a grievance up to him for over eighteen months. And the union's just as happy about it as I am!"

The boss's strength

2. *Identify the areas where he provides the compensating strength.* The same lists of pros and cons can enable you to 1) realize that he covers you on points where your talents are shy, 2) ask his advice more often on these matters, and 3) try to learn all you can from him.

The superintendent of a South Carolina mill made himself these lists, and made some discoveries:

"Last Monday, I found that I had to turn to my boss for help on seven different occasions. Then I tried to figure out the "why" of each instance. Every time, it was because he had something I didn't have, or could do something I couldn't do. In the process, I found that he had many abilities I never gave him credit for. And now I'm using many of those strong features myself every day."

Areas of weakness

3. *Identify the areas where you and your boss are both weak.* This is where you can do the most good toward increasing the balance and improving the relationship. Are you and your superior both poor communicators? Then concentrate on your communication skills. Take pains to see that your subordinates and colleagues are kept informed. Spend a little effort to get the information your boss fails to give you. As you do better in communicating, the whole "communications environment" will improve. Before long, your boss's communications are likely to get better, too.

Even if these three steps don't get an immediate reaction from your superior, you've still moved forward; you have created a more satisfying working situation for yourself. Every benefit to you benefits the unit made up of your boss and you. And every benefit to the unit will make your job more pleasant, more satisfying, and more productive.

• *S. G. Williams*
TEXTILE WORLD
April, 1960

The Human Touch

MAN WAGES AN accuracy battle with a machine and wins. Perhaps that's not unique. But in this case, the man is blind. He's Bob Sterling, an inspector of miniature ball bearings at New Hampshire Ball Bearings, Inc., Peterborough. *Factory* reports that Bob's sensitive fingers compete with an elaborate, expensive machine to detect vibrations that distinguish a good bearing from a reject and to decide whether or not a reject can be reworked. Bearings are so small that nine of them fit side by side on one aspirin tablet. They're used in gyroscopes to keep ballistic missiles on course, and in control systems of electronic brains. Bob can locate flaws in the bearings that are too fine for the electronic equipment to detect.

The Supervisor and Creative People

WHILE creative people may seem more temperamental than other workers, they shouldn't be treated as creatures from other worlds. The man who directly supervises them can either stifle or stimulate their ideas, and can affect their contribution to the company. Here are some guides that many managers responsible for directing creative people have found helpful:

Know your employees

1. The supervisor should respect individual differences among his subordinates. He should try to understand what motivates each of them, and to develop them in the direction that is best for each.

2. The supervisor should realize that creativity occurs in spurts, and that what look like nonproductive periods may actually mean that the employee is gathering new strength and direction.

The broad view

3. The supervisor should, of course, be experienced and able in his own specialized field, but he must also have a broad view of his general area, so he can coordinate and direct the work of his staff.

4. He should have an active imagination, which can grasp a wide range of novel ideas—even if these ideas at first seem remote from the problem under consideration.

5. The supervisor should be able to teach and stimulate his subordinates, and encourage them to come up with new, imaginative approaches.

6. He should be able to accept his subordinates' ideas freely and willingly, and should realize that they will often be better than his own. He should be more interested in seeing the idea succeed than in gaining any personal glory from it.

Creative atmosphere

7. He should instill self-confidence in his subordinates; without it, they cannot do justice to their creative potential. Fear of criticism, fear of the supervisor's or colleagues' opinions or disapproval, even doubts about his own ability, can inhibit a person's creativity. The effective supervisor shows, in action and speech, that he has absolute confidence in his staff.

8. He should provide an atmosphere of "controlled freedom," where employees can feel that they are not closely scrutinized nor required to come up with a new idea every moment. Once the creative process is under way, they need freedom from interruption; close control at this stage is to be avoided.

Creative employees should also be freed from too much daily detail, so that they can occasionally take time to think and read in areas of their own choice. This enables them to increase their total knowledge—all of which they draw upon in the creative process. It also restores their creative vigor.

What kind of direction?

9. The supervisor should be able to suspend judgment at the beginning stages of a project when the lines of

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approach are still being explored. Nothing can inhibit creativity more than premature evaluation during "incubation." The supervisor should criticize only when there are specific and constructive reasons for doing so; criticism, however, should always be offered skillfully and tactfully.

10. In delegating responsibility, the supervisor should make assignments that conform to the personalities, interests, and abilities of the individuals. The highest kind of creativity can emerge only when the individual feels a personal or emotional commitment to an area of interest—not when he's pushed into it.

11. The supervisor should lead by suggestion, instead of by specification. This does not mean that all deadlines should be abolished; he still has to maintain reasonable order and see that his subordinates are kept reasonably close to their objectives. This calls for subtle supervision with no coercion, dominance, or authoritarianism.

12. The supervisor's one outstanding skill should be *communicating:* expressing ideas clearly; guiding by questioning; leading and arbitrating discussions; and asking intelligent, searching questions that encourage creative work.

• *Eugene Raudsepp*
AMERICAN BUSINESS
April, 1960

"Good morning, Doctor. I forgot some tools here last night . . ."

Beware of Gloom and Glare

IF A WORK AREA is too dark for a person to see where he's going or what he's doing, an accident is bound to result. One answer, of course, is more light. Lighting, though, like many valuable safety aids, can be misused.

When a whole area is dark, workers will naturally be careful where they're walking. But in a section that's otherwise well lit—and where that extra caution may not be necessary—a sudden dim spot with a loose plank in the floor can be dangerous. A bare bulb on a staircase, glaring into the eyes of a worker descending the stairs, can temporarily blind him and cause him to fall. And faulty or worn-out lighting equipment can cause a serious electric shock.

Too little light or too much?

Accidents arising from too little light probably occur *away* from the workbench more often than at it. Check the lighting in passages, stores, and similar places. It may be too dim to reveal objects with dangerous sharp edges, or irregularities in the floor that could cause falls.

But even more common than too little light is too much of it: glare and harsh shadows. Glare from unshielded lamps, or from dazzling patches of sunshine across passageways, workbenches, or machines, can be just as dangerous as blinding headlights on the road at night. Workers sometimes use portable lamps to supplement the lighting on a particular job; these might shine into the eyes of other workers nearby, reduce their vision, and expose them to possible accidents.

Another source of glare is an overhead lamp where workers have to look up to operate cranes, fork-lift trucks, and other stacking equipment.

These hazards can be minimized with enough light sources, properly shielded and well distributed. Some light should be directed onto the walls and ceilings, to be scattered by reflection. Naturally, surfaces used this way must be light enough in color to bounce the light back.

Sun glare is best avoided with sunbreaks or louvers on the windows. Venetian blinds are excellent, since they prevent glare without shutting out too much daylight. Don't try to overcome sun glare by putting a thin coat of paint on the windows or by using figured glass; they merely produce other sources of glare.

Fatigue

Poor lighting can lead to accidents through fatigue and lack of concentration. The worker should be able to see his task clearly without strain. He shouldn't have to work in an uncomfortable position: It causes clumsiness, interferes with his body's natural movement, and leads to unnecessary exertion.

Good lighting should make the critical details of the work stand out. Some jobs need directional lighting, others diffused lighting. In fact, most tasks have their own special requirements, and the lighting for them should be worked out accordingly.

Another source of fatigue is the "brightness pattern" outside the central field of vision. Bright points of light—

like unshielded lamps seen out of the corner of the eye, or large bright areas contrasting with much darker adjacent areas—can be uncomfortable and eventually tiring. The same holds true of flickering light—like a faulty fluorescent lamp or reflections from the spokes of a revolving wheel.

Check the equipment

Naturally, the lighting equipment itself should be in good condition. A portable lamp, for instance, can be dangerous. Just from being moved around too much, its wire insulation may be chafed off or its bulb socket may become loose. You can reduce the risk of a dangerous shock by using low-voltage lamps (32 volts or less) fed through a transformer. These lamps are usually sturdy, so there's less chance of a sudden light failure.

• PERSONNEL PRACTICE BULLETIN
(Department of Labour and National Service, Commonwealth of Australia)
Volume XV, no. 4

Plant Protection: They Shall Not Pass

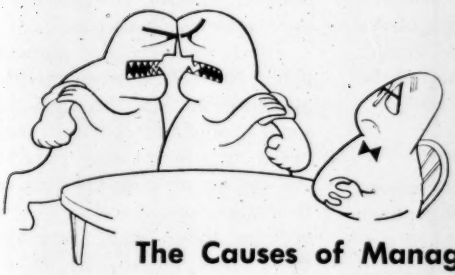
WITH ELECTRONIC EYES AND EARS linked to an automatic nerve center, a new type of guard system can protect an industrial plant sprawled over several acres.

Aided by this electronic watchdog, one human guard seated at a master control center can immediately detect fires, keep an eye on all entrances, converse with anyone seeking entrance anywhere in the area, detect a sneak thief who might hide in a room until the buildings are closed, and perform other policing activities. Should the guard at the control center be overpowered by an intruder or collapse from illness, a warning is automatically flashed to police headquarters in the area.

The system, devised by Minneapolis-Honeywell Regulator Company, consists of a network of scattered electronic-detection devices tied into a master control panel. These can include many components, such as noise and motion detectors, closed-circuit television, two-way intercom systems, and an electronic fence. Use of a built-in compensator overcomes one old problem with such fences: The compensator prevents false alarms resulting from contact with the fence by birds, blowing paper, rain, sleet, snow, and wind.

The electronic network—which can also include fire detectors, holdup-alarm switches, and magnetic controls that unlock gates from the master control center—gives centralized control over as many, or as few, buildings as desired. A test installation of the new system has been in operation for some time at the company's Brown Instruments Division in Philadelphia, and another system is now being installed in the Chicago Art Institute.

—*The Spectator*



The Causes of Management Conflict

WHEN MANAGERS DISCUSS conflict in industry, they may talk about competition between firms or a difference of opinion between workers and management. Little is said, however, about conflict among managers themselves.

Conflict in the ranks

What causes disagreement between two managers?

One source is conflict between organizational ranks—a questioning by managers of the authority of their superiors. The current high levels of employment and greater opportunities for managers to move to other companies have given them greater independence. While, in the past, managers might have kept any disagreement with top brass to themselves, they now feel freer to express and maintain their views, knowing that they could find another job without too much trouble.

Also, the increased emphasis on human relations and the rights of workers has caused many managers to reflect on their own rights. They argue that if they have to give more consideration to the worker, then they, too, are entitled to more consideration from their superiors. When they don't get this consideration, they may begin to feel resentful.

Line vs. staff

Another kind of conflict can arise between managers who are specialists and those who exercise line functions. For example, there may be conflict between the chemist whose concern for his profession comes before his concern for the organization, and a production manager who views production as the organization's most important aspect.

Or there may be disagreement brought on by change or the threat of change. If the specialist suggests changes in method or organization, the line manager may believe that they will lower the status of his section—by lowering the skill required to perform the work, reducing the number of people in the section, or making it subordinate in the organization structure to another, possibly new, department.

A manager may also fear the unknown. He may feel that he understands his department and the proc-

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esses that take place in it. When a specialist changes these aspects of the department, the manager may wonder if he will be able to keep on top of the new situation.

Department vs. department

There may be some conflict between various production departments. Each wants to establish a high level of performance—but that usually depends on cooperation from other areas. When, for any reason, this cooperation does not come, one department and its manager may feel antagonistic.

Another version of this conflict can arise where there is shift work. A late shift may blame the preceding one for not making the changeover efficiently or for failure to provide some necessary information.

Some managers think in terms of "productive" and "nonproductive" work. Departments that produce goods sometimes view those that administer, control, and provide services as inferior or "parasites."

These conflicts are basically disputes between different parts of an organization. But there are also personal conflicts to consider. One is between managers who have reached the ceiling of their own careers and their superiors. Another may develop between these "static" managers and those below them—who, by virtue of performance or education, will eventually surpass them. In both cases, those in dead ends may feel frustrated and bitter.

Some conflict is essential to constructive work; to remove all of it would be impossible and unwise. Obviously, real conflicts within a company can be costly in production, money, and human effort. It is the manager's task to understand it and control it.

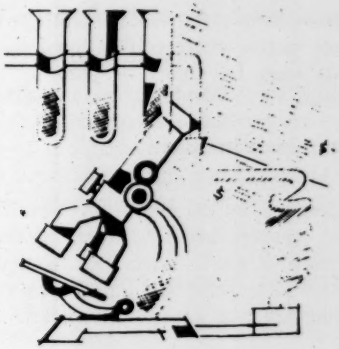
• *T. E. Stephenson*
CALIFORNIA MANAGEMENT REVIEW
Volume 2, no. 2

Trends in Vacation Policies

LONGER VACATIONS, greater acceptance of split vacations, and the extension of vacation periods over the entire year are among the trends uncovered in a recent Dartnell Corporation survey of 300 U.S. and Canadian companies. The practice of shutting down the entire plant for a general vacation period appears to be on the wane, the survey found. Only 23 per cent of the companies queried plan a shutdown period for 1960, as compared with 43 per cent of those participating in a similar study in 1954.

Changing American vacation habits and the tight labor market anticipated in the years ahead are suggested as the main reasons for this liberalization of vacation policies. Most of the respondents agreed that the trends are likely to continue. A few even went so far as to predict that the four-week vacation, especially for long-service employees, will eventually become the general rule in industry.

Today's Chemicals for Tomorrow's Industry



IN CHEMICAL LABORATORIES throughout the world, work that will revolutionize many familiar products is under way. To find out what's ahead, some leading chemists here and abroad were asked to tell about laboratory projects and products—now in the pilot-plant stage—which will find their way into the commercial market within the next five years.

Fuel cells

Of all the chemical advances mentioned, the one the experts are most enthusiastic about is the fuel cell. This is a device which converts chemical energy into electricity without any moving parts. A laboratory curiosity for 150 years, it is now rapidly approaching commercialization.

In contrast to the 40 per cent top efficiency of the biggest, most advanced heat engines, the fuel cell converts 70 per cent or more of the input energy into electricity. Within a few years, the experts believe, the fuel cell will stimulate radical changes in familiar industrial equipment like welding machines and in-plant vehicles.

There is a definite advantage in using fuel cells to power an electric fork-lift truck, for example. The source of energy for the fuel cell is external to it; thus a truck, unlike present electric vehicles, doesn't have to be pulled out of service after every shift to have its battery recharged or exchanged. One experimental fuel cell already has run a fork-lift truck in England.

Metals prove their mettle

The experts are also talking about the "new" metals now being developed in chemical laboratories. Actually, of course, there are no new metals: All the stable elements in the periodic table have been isolated. However, many of them are available only in minute quantities or in a useless impure form.

Although many (columbium, tantalum, molybdenum, rhenium, scandium, and others) will eventually be available in tonnage quantities, none will challenge steel or aluminum, according to the experts. But in specialized situations—in rocket nozzles, in the incandescent bowels of nuclear reactors, in

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minute transistors—these metals prove their mettle where conventional materials soon fall apart or gum up the works.

Chemicals in space

Air transportation may also be revolutionized by chemical developments, the chemists predict. Many of them foresee 3,000-mile-per-hour airliners, powered by solid and liquid fuels now being created for space vehicles.

From catalysts to conductors

These, in the opinion of the experts, are among the most important advances being made in the chemical industry today. The chemists also cite these other developments of future significance:

- New catalysts and cracking techniques for improving present fuels or for turning heavy hydrocarbons, like asphalt, into usable fuels or plastics. Other catalysts are being developed to remove the dangerous elements in vehicle exhausts, permitting wider use of gasoline vehicles inside factories.
- New high-temperature adhesives.
- New anticorrosion coatings.
- New synthetic rubbers with such long life that a car may wear out before the tires.
- New insulating materials, enabling designers to conceive more compact electric motors that run hotter, which means greater capacity, too.
- New synthetic lubricants that can function over an enormous range of temperatures.
- Super conducting materials, which could sharply cut the losses in—and cost of—long-distance transmission of electricity.

The chemical progress outlined here is based on known experiments. However, many significant research projects are unquestionably going on behind locked laboratory doors. How they will eventually affect industry is anybody's guess.

• *Melvin Mandell*
DUN'S REVIEW AND MODERN INDUSTRY
Volume 75, no. 1

Safety—Beyond the Plant Gate

OFF-THE-JOB ACCIDENTS occur from five to twenty times as often as accidents on the job.

This was the finding of a study made by the National Safety Council's off-the-job-safety committee. The report, which covered 84 companies employing nearly 350,000 workers in all sections of the United States, Canada, and U. S. territories, showed that auto and truck accidents claim the most lives off the job. Most nonfatal injuries result from two types of accidents: slips and falls, and auto and truck accidents.

Preventing off-the-job accidents can save industry a great deal of time and money, says a spokesman for the committee. "Extend your safety know-how and resources beyond the factory gate," he advises. "Keep your workers as safe off the job as you do on."

Your Headache—Facts and Fallacies

HEADACHE is probably the most annoying affliction there is—even more than the common cold. Many people worry about headaches needlessly; others are not alert enough to their significance. In an interview, Adrian M. Ostfeld, M.D., of the University of Illinois College of Medicine, answered some questions.

How prevalent are headaches?

It's difficult to measure precisely. "Chronic" headache afflicts possibly 10 per cent of our population, and the average American probably has at least six headaches a year painful enough to drive him to the medicine cabinet.

What causes headaches?

We can't answer that fully, yet. We think that it comes from a "pain substance" released from nerve ends in the scalp at the same time that arteries in the head become dilated. This combination can be triggered by a condition elsewhere in the body; in fact, the basic cause of about 95 per cent of headaches is *not* inside the head.

Poor ventilation in a room, causing an imbalance in the air you breathe, may bring on a headache. If you run a fever or skip a meal, you may get one. If you concentrate on one task too long—whether it's reading, TV, or driving a car—your muscles become strained, they overcontract, and then they cannot get enough blood. The result: headache. In every case, the body is using headache to warn that something is out of kilter somewhere else.

What is migraine?

Migraine is a chronic condition. There is a mechanism that controls the size of the blood vessels. When there is a weakness in this mechanism, the arteries may dilate periodically—again, in association with the release of the headache "pain substance." Both this condition and the nature of the attack (which can include loss of appetite, nausea, flashes before the eyes, and a throbbing pain on one side of the skull) distinguish migraine from other kinds of headaches.

Is there a cure in sight for headaches?

Research has come far enough so that three quarters of headache patients can now be helped. Now we are down to our last problem: finding the drug that will act on the "pain substance" to control headache safely. It should be remembered, though, that headache is too important a warning to suppress completely. We would prefer to control it so that the warning could be received and then "turned off" after the physician had interpreted it and acted on it.

Is this "turning off" what aspirin does?

Though aspirin (acetylsalicylate) is an old standby, we're still not exactly sure what it does. Possibly, it directly affects the disturbance that produces the pain; perhaps it alters the nerve mechanisms that bring the pain sensations to the brain; or maybe it acts directly on the brain to dull the pain, as morphine does. Although the aspirin doesn't directly affect the diam-

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eter of the blood vessels, perhaps it causes the "pain substance" to resorb, or it might cut down the amount that reaches the scalp tissue. At any rate, aspirin does work, and it's going to remain important for some time.

What are some of the serious ailments that headaches can indicate?

No symptom is connected with more ailments than headache. Not all of them are serious, of course. But in advanced stages, tuberculosis, asthma, and chronic bronchitis express themselves partly through headache. So do heart disease, certain kinds of blood ailments, kidney disease, and high blood pressure.

The emotional factors related to headache are important, too. Here, headaches again have a safety function, telling you that you and your environment may be clashing so dangerously that continuing in this manner would cause you real trouble—mental and physical.

When should you consult a doctor about a headache?

There is no hard and fast rule. Certainly, it's best to consult a physician when you suspect that something is wrong, instead of waiting for proof—if only to reduce your anxiety. In general, it's advisable to see a doctor:

—If there is a change in the pattern, location, or severity of headaches.

—If, along with the headache, you have trouble with vision, a change in your hearing, or a weakness or numbness on one side of the body.

—If you have trouble concentrating.

—If any member of your family genuinely believes that your personality is different since the headaches began.

• *Alfred Balk*
TODAY'S HEALTH
March, 1960

The Shape of Things To Come

THERE IS A NEW SHAPE in today's buildings. Structures that used to look like boxes are now round. The movement away from the rectangular is increasingly surrounding today's citizen—in his house, his church, the school to which he and his business contribute taxes, his local shopping centers, banks, hospitals, and the very buildings in which he works.

Why are there more and more round supermarkets, drugstores shaped like doughnuts, churches that look like flying saucers? One theory, reported in *The Biddle Survey,* has been advanced by Brooklyn College's Professor M. J. Benardete, who contends that the arrival of a new form in architecture is merely the external evidence of a profound change in man. "This new circular form," he says, "indicates not only that man has a new spatial consciousness, but that his every other sensibility is developing in ways that are vastly different from those of today or of the past."

—CALVIN COOLIDGE

Supervising Negro Workers

WHEN NEGROES are first added to a department's workforce, what problems can arise? And how can supervisors handle these problems?

These are two of the questions that researchers of Industrial Relations Counselors, Inc., sought to answer through a two-year study of management practice in 44 companies. Here are some of IRC's findings, as reported in its study, *Employing the Negro in American Industry*.

The supervisor—and the climate he creates—are important in establishing healthy Negro-white employee relationships on the job. When a Negro employee finds himself in a white employee group for the first time, he needs to feel that he can rely on his supervisor for direction and guidance in adapting to his new work and his environment. Thus, the supervisor must be one who accepts the company's policy of employing Negroes, has some understanding of the problems that Negro employees will face, and will not discriminate for or against them.

Three main problems

These are the main problems that a new Negro employee may face:

1. Because Negroes have long been excluded from full economic, educational, and employment opportunities, a new Negro employee may at first feel strange. As a result, he may feel oversensitive, hostile, and distrustful, until—with the supervisor's help—he finds there's no reason to feel that way.

2. When any person takes his first job in industry, he may be unaware of the responsibilities that make for good all-around job performance. Thus the new employee may make mistakes, which stem from his honest ignorance about what is right and wrong in the shop and what kind of behavior is expected of him.

3. Any initial feeling of antagonism on the part of a white employee may make it hard for the new Negro employee to feel at home enough to try to improve himself.

Don't bend over backwards

While the supervisor's understanding and patience with mistakes will help start the Negro employee off on the right foot, a supervisor should beware of bending over backwards and being overlenient. This can create resentment among white employees, or reinforce existing ill feelings. This tendency, the study found, is usually a form of self-consciousness when well-meaning supervisors first begin to supervise Negroes. It usually disappears when the situation is no longer novel.

Some guides

The companies participating in the study offered several guides for managers who supervise mixed groups. They suggested these approaches for the supervisor:

1. Indicating to Negro employees in speech and action that you respect them, that you will treat them fairly, and that you will help them gain the respect of the other workers in the department.

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2. Showing them from the start that you expect the same level of job performance from them as you do from other employees.

3. Being patient with their shortcomings when they stem from honest misconceptions or from inexperience.

4. Making it clear that criticism is essential to a worker's growth on the job and that it should be accepted as constructively as it is offered.

5. Dealing promptly, firmly, and quietly with any display of animosity between a white employee and a Negro employee when it disrupts performance or discipline within the work group.

• *Paul H. Norgren, Albert N. Webster, Roger D. Borgeson, and Maud B. Patten in* EMPLOYING THE NEGRO IN AMERICAN INDUSTRY *(Industrial Relations Monograph No. 17)*

The 1959 Accident Toll

JOB INJURIES experienced during 1959 disabled 1,970,000 American workers, according to estimates of the U.S. Department of Labor's Bureau of Labor Statistics. Approximately 13,800 of these injuries resulted in death.

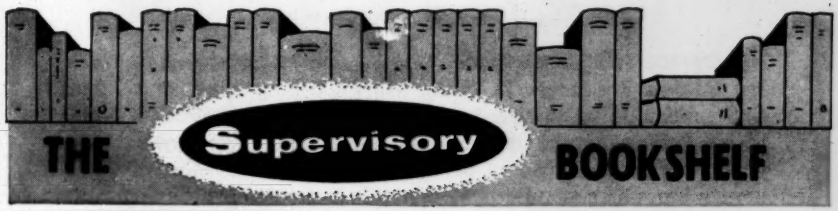
The 1959 injury total, the highest since 1953, was 8 per cent above the 1958 figure. Though increased employment contributed to this rise, there was also an increase in the injury rate—up from 29.4 per thousand workers in 1958 to 31.2 in 1959.

Fatal injuries did not increase as much as work injuries in general did. The 1959 total of 13,800 deaths was 4 per cent above the 1958 figure but was lower than any other year on record. The death rate of 22 per 100,000 workers matched the low established in 1958.

Although the 1959 safety record was not as good as 1958, it compared favorably with that for most recent years. The increase in injuries appears to reflect increased industrial activity; the injury rate often rises when there is an influx of new workers and when experienced workers are shifted to new processes and activities.

In addition to the 13,800 deaths, approximately 84,200 injuries resulted in some degree of permanent physical impairment, ranging from the amputation or partial loss of use of a finger or toe to complete inability to engage in any future gainful employment. The remaining 1,872,000 injuries each disabled a worker for one full day or more after the day of injury, but resulted in no permanent ill effects.

Altogether, these injuries resulted in approximately 41 million man-days of disability during 1959. When the future effects of the deaths and permanent impairments are evaluated and added to the immediate loss, the total attributable to the 1959 injuries will amount to approximately 168 million man-days of disability—equivalent to a year's full-time employment of about 540,000 workers.



BOOK NOTES

(Please order books directly from publishers.)

DO THEY UNDERSTAND YOU? By Wesley Wiksell. The Macmillan Company, New York, 1960. 200 pages. $4.95. Do you always say exactly what you mean? Can you interpret company policies for employees through conversations, conferences, and meetings? Are you a good listener? These are some of the topics covered by Dr. Wiksell, who believes that the key to good oral communication lies in understanding one's own attitude and its effect on the listener.

MANAGEMENT TRAINING: Cases and Principles, 3rd Edition. By William J. McLarney. Richard D. Irwin, Inc., Homewood, Illinois, 1959. 534 pages. $8.10. The text has been revised to meet the increasingly complex needs of the first-level supervisor. There is increased emphasis on the management aspects of the supervisor's job, and on delegating authority and evaluating personnel. Sections have been added on cost reduction, cost control, budgeting, and employee development.

MANAGING BY COMMUNICATION. By Willard V. Merrihue. McGraw-Hill Book Company, Inc. New York, 1960. 306 pages. $7.00. Communication is a powerful tool for getting work done, says the author. One section of his book is devoted to the communication responsibilities of the supervisor; how he can communicate praise, censure, and progress; factors limiting his ability to communicate; selection interviewing and orientation of new employees; the "Informative Conference"; written and oral communication.

THE OFFICE SUPERVISOR: His Relations to Persons and to Work, 3rd Edition. By Henry E. Niles, Mary Cushing Niles, and James C. Stephens. John Wiley & Sons, Inc., New York, 1959. 310 pages. $5.95. Pointing up the tremendous changes in management in recent years, the authors discuss broadening jobs, subdivision of work, unitization, office standards, new trends in mechanization and automation. They give the supervisor an insight into what these changes will mean for himself and his group.

MANAGEMENT'S RIGHT TO MANAGE. By George W. Torrence. The Bureau of National Affairs, Inc., 1231 24th Street, N.W., Washington, D. C., 1959. 109 pages. $12.50. The author explains what management rights are and why they are important, then discusses the present status of such prerogatives as the right to require overtime, to establish and enforce rules, to discipline and discharge, to make changes in job duties, and to deviate from past practice.

REDUCING SICK LEAVE ABUSE. By Keith Ocheltree. Personnel Report No. 592, Public Personnel Association, 1313 East 60th Street, Chicago 37, Illinois, 1959. 36 pages. $2.00 to PPA members, $2.50 to nonmembers. What can a manager do about employees who take advantage of a company's sick-leave provisions? This pamphlet presents some ways of approaching this problem. Also discussed is the relationship of absenteeism to the over-all personnel program and to employee morale.

PATENTS AND INVENTIONS. U. S. Patent Office, Department of Commerce. Available from the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C., 1959. 25 pages. 15 cents. This pamphlet offers basic information on patenting and patent procedures to help inventors develop and market their inventions.

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